

TIME CUBA

What will change when the Americans arrive

BY KARL VICK



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Photograph by
Yuri Kozyrev—Noor
for TIME



A portrait of Fidel Castro hangs among the fruit and vegetables at a state-run market in Havana in December 2014. Photograph by Yuri Kozyrev—Noor for TIME

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Conversation

What You Said About ...



INEQUITIES IN CANCER TREATMENT

"When I saw [the cover], I started screaming and hitting myself and crying uncontrollably," wrote Nancy Walker of Glendale, Calif., whose sister—who died last year at 63 from glioblastoma—did not have the option of the trial approach Alice Park described in "The Cancer Gap." Park's story profiled two women with glioblastoma, only one of whom had access to experimental drugs that are helping her beat the disease. "Yes, doctors are way ahead of where the FDA and insurance companies are," wrote Tom Simpson, a doctor of pharmacy from Stockton, Calif. **"Government needs to step in and require insurers to pay for medication use outside of FDA-approved indications when there is clinical evidence of their value."**

JOE KLEIN ON ISRAEL Readers were struck by Klein's column criticizing bigotry in the re-election campaign of Benjamin Netanyahu. Holocaust survivor Alfred Lakos felt Klein's critique of the newly re-elected Prime Minister—in part for saying he would not support a two-state solution—was misplaced in light of continued hostility toward Israel; Lakos said he would support such a solution only "when the Palestinians will acknowledge the existence of Israel and want to live in peace alongside [it]." But others, like Mary Alice Larson of Springdale, Ark., thanked Klein for a **"poignant, perfect delineation of our world's most painful unhealed wound."**

THE GRANDPARENT CLOCK Susanna Schrobsdorff's essay on having children later in life—and thereby limiting the time they get to spend with their grandparents in their prime—struck a chord with Connie Wood of Auburn, Ala., who called the gap a "sad" circumstance for "the children who won't be able to have lunch with Grandmom for their 21st birthday!" But great-grandmother Eleanore Poster of Poughkeepsie, N.Y., wrote: **"It is not how old you are when you have children, it is how you stay young as you age,"** adding that her 82-year-old husband "skied with the 7- and 9-year-old this winter."

SETTING THE RECORD STRAIGHT

In Milestones (March 30) we misstated the year that Miguel de Cervantes was buried. It was 1616.

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A YEAR IN SPACE

For the next 12 months, TIME will be covering a historic NASA mission to explore the effect of spaceflight on the human body. The mission will center on astronaut Scott Kelly (above), who will spend a year aboard the International Space Station (ISS), and his twin Mark, who will be monitored back on Earth. Our reporting will include dispatches from the launch, set for March 27, interviews with the Kellys and their families, video updates from the ISS and more. Check out a preview at time.com/space.



Our coverage will include a docuseries co-directed by Shaul Schwarz and Marco Grob on the Kellys (below, as toddlers) and their mission; it premieres in May

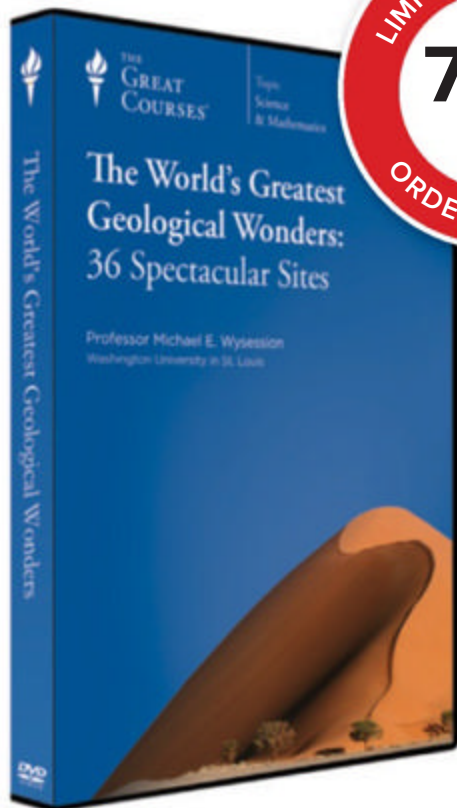


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FROM TOP: MARCO GROB FOR TIME; COURTESY OF MARK AND SCOTT KELLY



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6. Burgess Shale—Rocks and the Keys to Life
7. The Grand Canyon—Earth's Layers
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9. The Ganges Delta—Earth's Fertile Lands
10. The Amazon Basin—Lungs of the Planet
11. Iguazu Falls—Thundering Waterfalls
12. Mammoth Cave—Worlds Underground
13. Cave of Crystals—Exquisite Caves
14. Great Blue Hole—Coastal Symmetry in Sinkholes
15. Ha Long Bay—Dramatic Karst Landscapes
16. Bryce Canyon—Creative Carvings of Erosion
17. Uluru/Ayers Rock—Sacred Nature of Rocks
18. Devils Tower—Igneous Enigmas
19. Antarctica—A World of Ice
20. Columbia Glacier—Unusual Glacier Cycles
21. Fiordland National Park—Majestic Fjords
22. Rock of Gibraltar—Catastrophic Floods
23. Bay of Fundy—Inexorable Cycle of Tides
24. Hawaii—Volcanic Island Beauty
25. Yellowstone—Geysers and Hot Springs
26. Kawah Ijen—World's Most Acid Lake
27. Iceland—Where Fire Meets Ice
28. The Maldives—Geologic Paradox
29. The Dead Sea—Sinking and Salinity
30. Salar de Uyuni—Flattest Place on Earth
31. Namib/Kalahari Deserts—Sand Mountains
32. Siwa Oasis—Paradise amidst Desolation
33. Auroras—Light Shows on the Edge of Space
34. Arizona Meteor Crater—Visitors from Outer Space
35. A Montage of Geologic Mini-Wonders
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Briefing

‘I believe God
isn’t done with
America yet.’



TED CRUZ, Republican
Senator from Texas,
appealing to Christian
conservatives, as the Tea
Party firebrand became
the first major GOP
candidate to launch a 2016
presidential campaign

10,000

Number of downloads of Marvin Gaye’s
“Got to Give It Up (Pt. 1)” sold in
the week after a court found that
Robin Thicke and Pharrell Williams’
“Blurred Lines” infringed on the late
singer’s copyright, a one-week record
for the song



18.7%

Average level of THC in marijuana sold
legally in Colorado, according to new
research, double the level experts
estimate was common in decades past



‘We didn’t
expect
universal
praise.’

HOWARD SCHULTZ,
Starbucks CEO,
responding to criticism
of the company’s Race
Together campaign to
encourage discussion
of racial issues between
baristas and customers;
the company said it
would stop writing
“#RaceTogether” on
coffee cups

**Pablo
Picasso**

The artist’s heirs
will retrieve 271
works a court says
were stolen



GOOD WEEK

BAD WEEK



**Kiev’s Art
ARSENAL**

The biennial show
was canceled because
of Ukraine’s conflict
with Russia



‘WE’RE NOT ABLE TO
CONCLUDE ... THAT
AN INCIDENT
OCCURRED.’

TIMOTHY LONGO,
chief of the Charlottesville, Va.,
police, saying investigators
found no evidence of a 2012 fraternity-
house gang rape after *Rolling Stone*
published a University of Virginia
student’s account of the alleged
incident last year

530

Number of years
between King
Richard III’s death and
his reburial; his remains
were found beneath a
parking lot in 2012,
and a new burial was
planned for March 26
in Leicester, England



‘I know my
children will never
have to say, “Mom
died of ovarian
cancer.”’

ANGELINA JOLIE PITT, actress,
writing in the *New York Times* about
having her ovaries removed to
eliminate the risk of cancer, two
years after a double mastectomy



‘This is the darkest day in the history of our city.’

BODO KLIMPEL, mayor of Haltern am See; 16 students and two teachers from the German town were among 150 presumed
dead in a March 24 Germanwings airline crash in the French Alps

Briefing

LightBox

A Somber Search

French military personnel scout for human remains and debris on March 25, one day after a Germanwings Airbus A320 crashed in the French Alps. All 150 passengers and crew members were presumed dead, marking the worst crash in France since 1974.

Photograph by Peter Macdiarmid—
Getty Images

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World

Yemen's Chaotic Civil War Sucks In Regional Rivals

The explosions went off during the crowded Friday noon prayers in Sana'a, Yemen's capital. Two pairs of suicide bombers detonated their devices at separate mosques on March 20, killing more than 130 people, including at least 13 children.

The bombings, which targeted Shi'ite supporters of the Houthi rebel group that now controls Sana'a, marked a new level of violence, and a rare attack on mosques, in a power struggle that has brought the splintered Arab Gulf country close to collapse.

The Houthis, mostly members of a Shi'ite sect from the north, seized the capital in September from U.S.-backed President Abdel Rabbo Mansour Hadi. Hadi fled to the southern

city of Aden and declared a rival government in February. But the mosque attacks spurred the Houthis to launch a new offensive in Yemen's south on March 21. Within a day they had overtaken Taiz, the nation's third largest city, with the help of forces loyal to deposed Yemeni autocrat Ali Abdullah Saleh. The U.S. evacuated all remaining personnel from the country as the Houthis advanced, allowing the rebels to seize an air-force base that special-operations forces had used in their drone campaign against al-Qaeda in the Arabian Peninsula (AQAP), the terrorist group's Yemeni affiliate. By March 25, the Houthis and their allies were moving in on Aden and Hadi was reportedly fleeing the country by sea.

If the conflict descends into open warfare between Houthi militants and forces still loyal to Hadi, it threatens to draw in rival powers in the region. Iran, widely suspected of arming and funding its fellow Shi'ite Houthis, has called for Hadi to yield power. Saudi Arabia, alarmed at the prospect of Iran's wielding influence in its neighbor, has moved artillery and armor to the border. Hadi has also sought military assistance from other Arab nations.

Against that backdrop, extremist groups are poised to thrive. A group claiming fealty to the Islamic State of Iraq and Greater Syria (ISIS) claimed responsibility for the mosque bombings and warned of more attacks. There are particular worries about AQAP, which could attract recruits in the south by positioning itself as the main resistance to the Houthi advance—and, unlike ISIS, has shown a willingness and an ability to strike at the West.

The U.S. must watch all this from the sidelines as Yemen moves toward what Jamal Benomar, the country's U.N. special envoy, described on March 22 as an "Iraq-Syria-Libya combined scenario." Another country that embraced the Arab Spring is descending into a proxy war fought on sectarian lines.



An injured girl is carried out of a mosque in Sana'a after a suicide bombing

ISRAEL

'I view myself as the Prime Minister of each and every citizen of Israel, without any prejudice.'

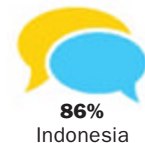


BENJAMIN NETANYAHU, Israeli Prime Minister, apologizing on March 23 for remarks made in the final days of his re-election campaign that were widely condemned as anti-Arab. He had warned that Israeli Arabs were going to the polls "in droves."

POLL

DO YOU USE SOCIAL MEDIA?

The Pew Research Center asked adult Internet users in 32 developing and emerging countries if they use social networks. Here's a sampling of who said yes:





A Bulwark of Buses

SYRIA Three upended buses serve as protection from snipers loyal to Syria's President Bashar Assad in Aleppo's rebel-controlled Bustan al-Qasr neighborhood on March 21. The U.N. is trying to establish a cease-fire in the northern Syrian city, which is divided between forces loyal to the government and a range of insurgent groups, including Islamist militants and Western-backed rebels. *Photograph by Ammar Abdullah—Reuters*

THE EXPLAINER

U.S. Slows Afghanistan Drawdown

President Obama announced on March 24 that the U.S. will keep 9,800 troops in Afghanistan through the end of 2015 rather than reduce the number to 5,500 as originally planned. The timetable was revised after a personal entreaty in Washington from the country's President, Ashraf Ghani, and reflects improving U.S.-Afghanistan relations:

Unfinished Business

Afghan forces are still struggling to subdue the Taliban insurgency; 2014 saw a record number of civilian deaths. U.S. officials also fear that an unstable Afghanistan would strengthen al-Qaeda and prove a magnet for ISIS.

Reset Relations

Obama hailed a "reinvigorated partnership" with Afghanistan, after his often rocky relationship with former President Hamid Karzai. But the U.S. still wants to withdraw almost all troops by 2017.

What's Next

Ghani has also moved to repair ties with Pakistan, which may help him bring the Taliban to the negotiating table. But with the spring fighting season approaching, the continuing U.S. troop presence will provide much needed support.



Trending In



ENVIRONMENT

France approved a law on March 19 that requires the roofs of new buildings in commercial zones to be partly covered with plants or solar panels. Rooftop vegetation soaks up runoff rainwater, boosts wildlife and can help conserve energy by cooling buildings naturally.



ELECTIONS

Nigerian President Goodluck Jonathan faces a stiff challenge on March 28 in an election that was rescheduled from February. A major issue is the Islamist group Boko Haram, which has retreated while continuing attacks and abductions.



DANCING

Chinese authorities say they will regulate the "reckless" practice of square dancing in public—beloved by the country's seniors—after the craze provoked noise complaints. The government unveiled 12 "choreographed practices" to be taught by instructors with official training.

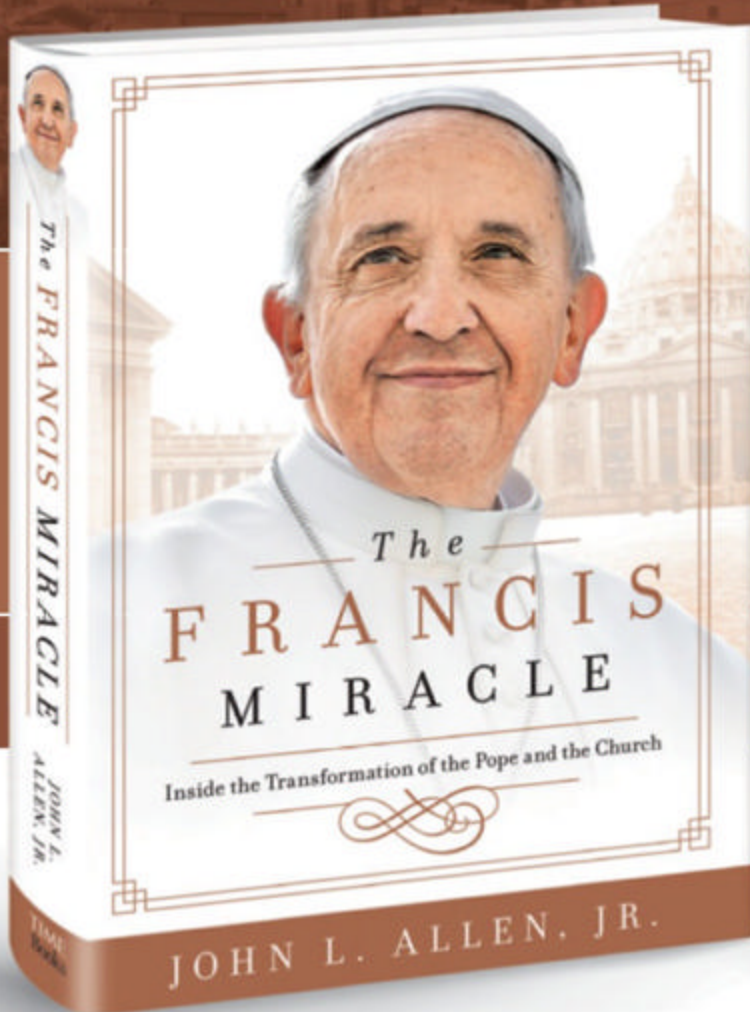


WORLD

40%

Share of the world's water needs that won't be met in 2030 if current trends continue, according to a U.N. report warning of economic upheaval and new conflicts unless global policies on water use change

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Bank Shot America's financial leadership is being challenged by China

By Ian Bremmer

ON MARCH 20, JAPANESE FINANCE MINISTER Taro Aso told reporters that under the right circumstances, his government might become a member of the Chinese-led Asian Infrastructure Investment Bank (AIIB). In Washington, which has urged allies to steer clear of the AIIB, jaws dropped. Tokyo, Washington's closest Asian ally, is disregarding U.S. concerns and considering membership in an investment bank led by Japan's primary rival.

There's a bigger story here. Now that most U.S. troops are home from Iraq and Afghanistan, President Barack Obama knows there's little domestic support for military operations that might demand another costly long-term commitment. That's why he's relied on sanctions, surveillance, drones, international institutions and willing, capable, like-minded allies to fight his foreign policy battles.

Yet it's increasingly clear that none of those assets can solve some of Washington's most pressing security problems. Sanctions can combine with lower oil prices to drive Russia into a deep recession, but they won't force President Vladimir Putin to relax his grip on Ukraine's throat. They can draw Iran to the bargaining table, but they can't force Tehran to give up its nuclear program.

Surveillance has likewise proved a double-edged sword. American allies want access to the information Washington collects, but revelations that the National Security Agency has listened in on Germany's Chancellor and other U.S. partners hardened attitudes in those countries toward Washington. And drones can take down groups of bad guys, but they won't eliminate an enormous threat like ISIS—and they often kill innocents.

Now there's the AIIB. For decades, Washington has used its dominant influence in the World Bank, International Monetary Fund (IMF) and Asian Development Bank to strengthen relations with European and Asian partners and guide developing countries toward Western values by conditioning aid on U.S.-backed



New ally The IMF's Christine Lagarde, center left, talks with Chinese Premier Li Keqiang

reforms. Those countries had no choice: there was no credible alternative to the U.S.-led system.

That's changing. Chinese President Xi Jinping launched the \$50 billion AIIB in October; Beijing will probably hold a stake of up to 50% in the new institution. By providing project loans to developing countries in Asia, the bank will extend China's reach and diminish U.S. negotiating leverage. That's why the Obama Administration is so worried.

On March 13, Britain applied to become a member of China's new bank, and in a rare fit of public anger toward its closest ally, the White House accused London of "constant accommodation" of China. Then France, Germany, Italy and Switzerland announced plans to follow Britain's lead. The Saudis have signed on. Australia and South Korea, key U.S. allies that initially balked at joining the AIIB, are now reconsidering. The IMF and the World Bank have both recently said they would cooperate with the AIIB. It's been a long time since Washington has looked so isolated.

Some will blame the Obama Admin-

istration, but Britain's decision to sign up for China's bank reflects its need to attract new volumes of Chinese investment. Australia already counts China as its top trade partner. South Korea now enjoys higher trade volume with China than with the U.S. and Japan combined. The Saudis understand that America will become less dependent on its oil over time. Even Japan must protect its relations with both America and China.

U.S. allies are not shunning Washington. They're hedging their bets to adapt to a world where economic power is more widely distributed. Shared values still matter, and all these countries will continue to count on strong relations with the world's only superpower. But Obama and his successors will face a difficult question: In a world that needs America less, how can Washington protect and maintain its dominant influence? ■

Foreign-affairs columnist Bremmer is the president of Eurasia Group, a political-risk consultancy

Nation

The Bucks Start Here

A new breed of super PACs is reshaping the race

BY ALEX ALTMAN

TEXAS SENATOR TED CRUZ SAYS HE NO longer listens to classic rock, but he still found a way to channel the lyrics of John Lennon when he launched his presidential campaign. “Imagine,” he told students at Virginia’s Liberty University on March 23, repeating the refrain 38 times in a half-hour stem-winder that felt less like a campaign speech than a guided tour of a conservative Valhalla. The dreamy slogan may have seemed out of whack for the firebrand politician. But in some ways Cruz was just following the lead of an independent group that hopes to make him President.

Weeks before Cruz climbed onstage, the super PAC Stand for Principle printed and passed out T-shirts and placards that read, *IMAGINE TED CRUZ AS PRESIDENT*. The group’s organizer, Maria Strollo Zack, says helping Cruz promote his message is just the start. Zack wants to raise as much as \$50 million—perhaps more than the campaign—to pay for anything from television ads to grassroots outreach. “We’re rewriting the book on how super PACs can be leveraged,” she says.

So are Cruz’s rivals. Likely candidates such as Jeb Bush and Scott Walker have been deeply involved in setting up their outside-spending vehicles, installing top staff and drawing down funds to pay for early voter contact, including trips to primary states. Such efforts are the latest way to game the traditional campaign-finance system, which limits the amount of money individuals can give to candidates and forbids direct donations from corporations. The Cruz super PAC, for instance, is barred from directly coordinating campaign spending or strategy with Cruz, but it is able to raise and spend unlimited sums on his behalf while collecting money from just about anyone.

In 2012, super PACs were used as blunt instruments of destruction: the group



Cruz control The Senator declares his candidacy in the basketball arena at Liberty University

backing Mitt Romney devoted about 90% of the \$142 million it spent overall to TV attack ads. But in the 2016 presidential race, these organizations are poised to play a much bigger role, taking over more traditional campaign duties ranging from field organizing and voter turnout to direct mail and digital microtargeting. “They are becoming de facto campaigns,” says Fred Davis, a Republican media consultant who ran former Utah governor Jon Huntsman’s presidential super PAC in 2012.

Campaign-finance watchdogs say that super PACs, which were created in the wake of two 2010 court rulings, undermine spending limits that have governed elections for generations and allow high-dollar donors to amass influence that Congress has long sought to prevent. The new crop is now pushing boundaries in ways that were unimaginable just five years ago. “The sky’s the limit,” says Carl Forti, a GOP strategist who co-founded the Romney super PAC in 2012.

THE PRECAMPAIGN CAMPAIGN

MANY REPUBLICAN HOPEFULS HAVE delayed their official campaign announcements so that they can spend

more time and energy seeding their outside groups. Bush, a former Florida governor, has been dropping in on donors’ conclaves across the Republican Party’s wealthiest precincts, soliciting massive checks for his Right to Rise super PAC. Mike Murphy, Bush’s longtime senior adviser, is expected to stay at the super PAC to orchestrate its strategy rather than migrate to the campaign.

Walker’s high-dollar outside group, Our American Revival, is run by the Wisconsin governor’s future campaign manager, Rick Wiley, who—like Walker’s spokesperson, senior political advisers and key field staff in states like Iowa and New Hampshire—is drawing a salary

OUTSIDE GROUPS ARE NOW PLAYING CAMPAIGN ROLES IN WAYS THAT WERE UNIMAGINABLE JUST FIVE YEARS AGO

from the organization until the formal campaign kicks off. Former New York governor George Pataki charged up to \$250,000 per head at a fundraiser for his group, We the People Not Washington, which features a form on its website for supporters to request a meeting with Pataki. And as Hillary Clinton marches toward a likely campaign launch, her super-PAC supporters at Ready for Hillary are laying the groundwork by adding to their email rolls and signing up a flurry of new members for the group's finance council.

Much of this activity exploits a legal loophole. "What's unique," says Anthony Corrado, chairman of the board of trustees at the nonpartisan Campaign Finance Institute, "is candidates' becoming associated with a super PAC before embarking on a campaign." Building early receptacles for large checks may also limit the amount of time candidates are forced to spend raising money later on.

As the balance of power shifts toward super PACs, the strategists running them are studying the ways that outside committees can be more than just attack machines once the campaigns take flight. "Every super PAC will have to decide what their mission should be and how they want to game-plan," says Austin Barbour, who will run former Texas governor Rick Perry's super PAC if Perry decides to jump into the race. "But we're in a post-TV age." Super PACs will take on a variety of new tasks over the next year, from grassroots organizing and micro-targeting to digital operations. "Those will all be a part of any well-run super PAC this cycle," predicts a GOP strategist running another likely presidential candidate's outside group.

The question no one has an answer for yet is how a super PAC's time and money can dovetail with the campaign's efforts instead of duplicating them. Since such groups are barred from coordinating strategy with campaigns after the candidates declare, they may struggle to run complementary data or field operations. But campaign-finance watchdogs worry that the rules will be flouted because there's nobody to enforce them. "It's open season," says Fred Wertheimer, president of the nonprofit Democracy 21,

who notes that three of the six members of the Federal Election Commission—the agency in charge of overseeing political spending—view money as a form of speech and are ideologically opposed to reining it in. And while the U.S. Department of Justice can prosecute violations of campaign-finance law, experts predict that it will be wary of doing so except in extreme cases.

Candidates will be able to send strategic cues in public statements that super PACs can pick up on. But campaign strategists say the anything-goes legal landscape could ultimately cause problems for the indiscreet. "Someone's going to get popped," one predicts. "The question is who and when."

OFF AND RUNNING

AFTER HIS SPEECH AT LIBERTY UNIVERSITY, Cruz began a fundraising tour that whisked him to meetings with New York financiers, Texas investors and other executives. Within 36 hours, he said he had raised more than \$1 million for his actual campaign. The cash infusion was overdue: Cruz's coffers are already dwarfed by those of rivals like Bush. As a federal officeholder, the Senator hasn't had the same freedom to work with his super PAC.

But the outside group will be there to help him with his stated strategy—to win the nomination by mustering a grassroots army that mixes the Tea Party faithful with the social conservatives who dominate the first-in-the-nation Iowa caucuses. And at the head of the brigade is an old pal: Cruz's college roommate and debate partner David Panton, a Jamaican-born Atlanta private-equity executive who in November cut the super PAC its first \$100,000 check. "I think he should be President," Panton says. "It requires a lot of money to run a presidential campaign."

Zack says Cruz can live on less cash than his rivals but insists that support will be there when he needs it. After all, Stand for Principle can get Cruz to juice fundraising by appearing at its events, as long as he does not ask for money directly. Just imagine the possibilities.

—WITH REPORTING BY ZEKE J. MILLER AND MICHAEL SCHERER/WASHINGTON

MILITARY

A Prisoner Exchange Revisited

When Sergeant Bowe Bergdahl returned to the U.S. last June after five years of captivity in Afghanistan, the celebration of his freedom quickly turned to consternation over the cost: the release of five Taliban prisoners from Guantánamo Bay. It didn't help that some members of Bergdahl's platoon said he was captured after walking off the remote Army outpost alone in one of the most dangerous regions for American troops.

Still, President Obama trotted out Bergdahl's parents for a triumphant homecoming news conference, and National Security Adviser Susan Rice said the soldier from Sun Valley, Idaho, "served the United States with honor and distinction." But military brass grumbled about the deal from the start, with one source telling TIME that the Administration had essentially told them to "suck it up and salute."

Now, after being freed from captivity abroad, Bergdahl could become a prisoner at home. He was charged by the Army on March 25 with desertion and misbehavior before the enemy and faces life in prison if convicted of both. The charges are among the most serious the military could have brought against him.

It's not yet clear whether Bergdahl will actually face a court-martial; a plea bargain is a possibility.

Now that he's been charged, the debate over whether Bergdahl's freedom was worth the cost will begin anew. And the only captive U.S. soldier of the Afghanistan war stands to lose the most important thing he just got back.

—SARAH BEGLEY

Bergdahl could face life in prison



Spotlight



Elusive genius Jobs created beautiful, revolutionary products, but his personal legacy remains disputed territory

The Books of Jobs

Dueling biographies fight over the story of Steve

BY LEV GROSSMAN

IN 2011, WALTER ISAACSON PUBLISHED A biography of Apple co-founder Steve Jobs. Isaacson's biography was fully authorized by its subject: Jobs handpicked Isaacson, who had written biographies of Benjamin Franklin and Albert Einstein. Titled simply *Steve Jobs*, the book was well reviewed and sold some 3 million copies.

But now its account is being challenged by another book, *Becoming Steve Jobs*, by Brent Schlender, a veteran technology journalist who was friendly with Jobs, and Rick Tetzeli, executive editor at *Fast Company*. Some of Jobs' former colleagues

and friends have taken sides, speaking out against the old book and praising the new one. Tim Cook, Apple's CEO and Jobs' successor, has said that Isaacson's book depicts Jobs as "a greedy, selfish egomaniac." Jony Ive, Apple's design chief, has weighed in against it, and Eddy Cue, Apple's vice president of software and Internet services, tweeted about the new book: "Well done and first to get it right."

But who did get it right? And why do people care so much anyway?

(This article comes with a bouquet of disclosures, starting with the fact that

Isaacson is a current contributor to and former editor of *TIME* and as such my former boss. I'm quoted in his biography—I interviewed Jobs half a dozen times in the mid-2000s, though he and I weren't friendly. Schlender spent more than 20 years writing for *FORTUNE*, which is owned by *TIME*'s parent company, Time Inc., and Tetzeli was an editor at *FORTUNE* and *ENTERTAINMENT WEEKLY*, also a Time Inc. magazine.)

Schlender and Tetzeli gave their book the subtitle *The Evolution of a Reckless Upstart Into a Visionary Leader*, and its emphasis is on the transformation that Jobs underwent between 1985, when he was ousted from Apple, and 1997, when he returned to it. "The most basic question about Steve's career is this," they write. "How could the man who had been such

an inconsistent, inconsiderate, rash, and wrongheaded businessman ... become the venerated CEO who revived Apple and created a whole new set of culture-defining products?" It's an excellent question.

Becoming Steve Jobs is, like most books about Jobs, tough on his early years. He could be a callous person (he initially denied being the father of his first child) and a terrible manager (the original Macintosh, while magnificent in its conception, was barely viable as a product). On this score, Schlender and Tetzeli are clear and evenhanded. It's easy to forget that Jobs originally wanted Pixar, the animation firm he took over from George Lucas in 1986, to focus on selling its graphics technology rather than making movies, and if the geniuses there hadn't been more independent, he might have run it into the ground.

Schlender and Tetzeli argue that it was this middle period that made Jobs. The failure of his first post-Apple company, NeXT, chastened him; his work with Pixar's Ed Catmull and John Lasseter taught him patience and management skills; and his marriage to Laurene Powell Jobs deepened him emotionally. In those wilderness years he learned discipline and (some) humility and how to iterate and improve a project gradually. Thus reformed, he returned to Apple and led it back from near bankruptcy to become the most valuable company in the world.

Schlender and Tetzeli strenuously insist that they're upending the "common myths" about Jobs. But they're not specific about who exactly believes these myths, and in fact it's a bit of a straw man: there's not much in *Becoming Steve Jobs* that Isaacson or anybody else would disagree with. What's missing is more problematic: as it goes on, the book gradually abandons its critical distance and becomes a paean to the greatness of Jobs and Apple. Jobs was "someone who preferred creating machines that delighted real people," and his reborn Apple was "a company that could once again make insanely great computing machines for you and me." It reprints the famous "Think Different" spiel in full. It compares Jobs' career arc, without irony, to that of Buzz Lightyear in *Toy Story*. It unspools soft-focus sentences like

"Steve [we're on a first-name basis with him] also understood that the personal satisfaction of accomplishing something insanely great was the best motivation of all for a group as talented as his."

IT'S EASY TO SEE WHY APPLE EXECUTIVES have endorsed *Becoming Steve Jobs*, but it has imperfections that would have irked Jobs himself. The writing is slack—it's larded with clichés ("he wanted to play their game, but by his own rules") and marred by small infelicities (it confuses *jibe* and *gibe*, twice). It lacks detail: for example, it covers Jobs' courtship of and marriage to Laurene in two dry pages ("Their relationship burned intensely from the beginning, as you might expect from the pairing of two such strong-willed individuals"). By contrast, a *FORTUNE* interview Schlender did with Jobs and Bill Gates in 1991 gets 13 pages. Whatever its faults, Isaacson's book at least dug up the telling details: in his account of the marriage, we learn that Jobs

was still agonizing over an ex-girlfriend, that he had a hilariously abortive bachelor party, that he threw out the calligrapher who was hired to do the wedding invitations ("I can't look at her stuff. It's shit") and that the vegan wedding cake was borderline inedible.

Jobs was famously unintrospective, but Schlender and Tetzeli seem almost as incurious about his inner life as he supposedly was. Jobs' birth parents were 23 when they conceived him, before giving him up for adoption; when he was 23, Jobs abandoned his own first child. It takes a determinedly uninterested biographer not to connect those dots, or at least explain why they shouldn't be connected. We hear a lot about what Jobs did, and some about how he did it, but very little about why.

Jobs was a man of towering contradictions. He identified deeply with the counterculture but spent his life in corporate boardrooms amassing billions; he made beautiful products that ostensibly enabled individual creativity but in their architecture expressed a deep-seated need for central control. Maybe making educated guesses about a major figure's private life is unseemly, or quixotic, but that's the game a biographer is in. Ultimately, there's no point in comparing *Steve Jobs* and *Becoming Steve Jobs*, because the latter book isn't really a biography at all, much less a definitive one.

A more interesting question might be, Why has the story of Steve Jobs become so important to us? And why is it such contested territory? He's also the subject of a scathing new documentary by Alex Gibney and an upcoming biopic written by Aaron Sorkin. Was Jobs, to use Schlender and Tetzeli's terminology, an a--hole, or a genius, or some mysterious fusion of the two? It's as if Jobs' life has become a kind of totem, a symbolic story through which we're trying to understand and work through our own ambivalence about the technology he and his colleagues made, which has so thoroughly invaded and transformed our lives in the past 20 years, for good and/or ill. Apple's products are so glossy and beautiful and impenetrable that it's difficult to do anything but admire them. But about Jobs, at least, we can think different. ■

PAGE MATCH



Jobs personally recruited Isaacson to write *Steve Jobs* (Simon & Schuster; 630 pages), which is based on 40-plus interviews with Jobs as well as interviews with "more than a hundred friends, relatives, competitors, adversaries, and colleagues." Jobs asked for and received no control over the content—though he did consult on the cover design.



The authors of *Becoming Steve Jobs* (Crown; 447 pages) covered Jobs from 1986 until his death in 2011 and interviewed family members and co-workers. Jobs and Schlender were also friendly: Jobs showed Schlender's children an early cut of *Toy Story* and visited the journalist in the hospital.

Health

A Year of Ebola

New signs of hope

BY ALEXANDRA SIFFERLIN

AS ANNIVERSARIES GO, THIS IS A SOMBER one. But as the Ebola outbreak neared its one-year mark in late March, public-health officials had reason to be optimistic. Although it's too soon to say the end is in sight, the U.N. predicts that the outbreak will be over by August. Here's the toll Ebola has taken over the past year.

+

24,907
EBOLA CASES
THROUGH MARCH 25

10,326
DEATHS

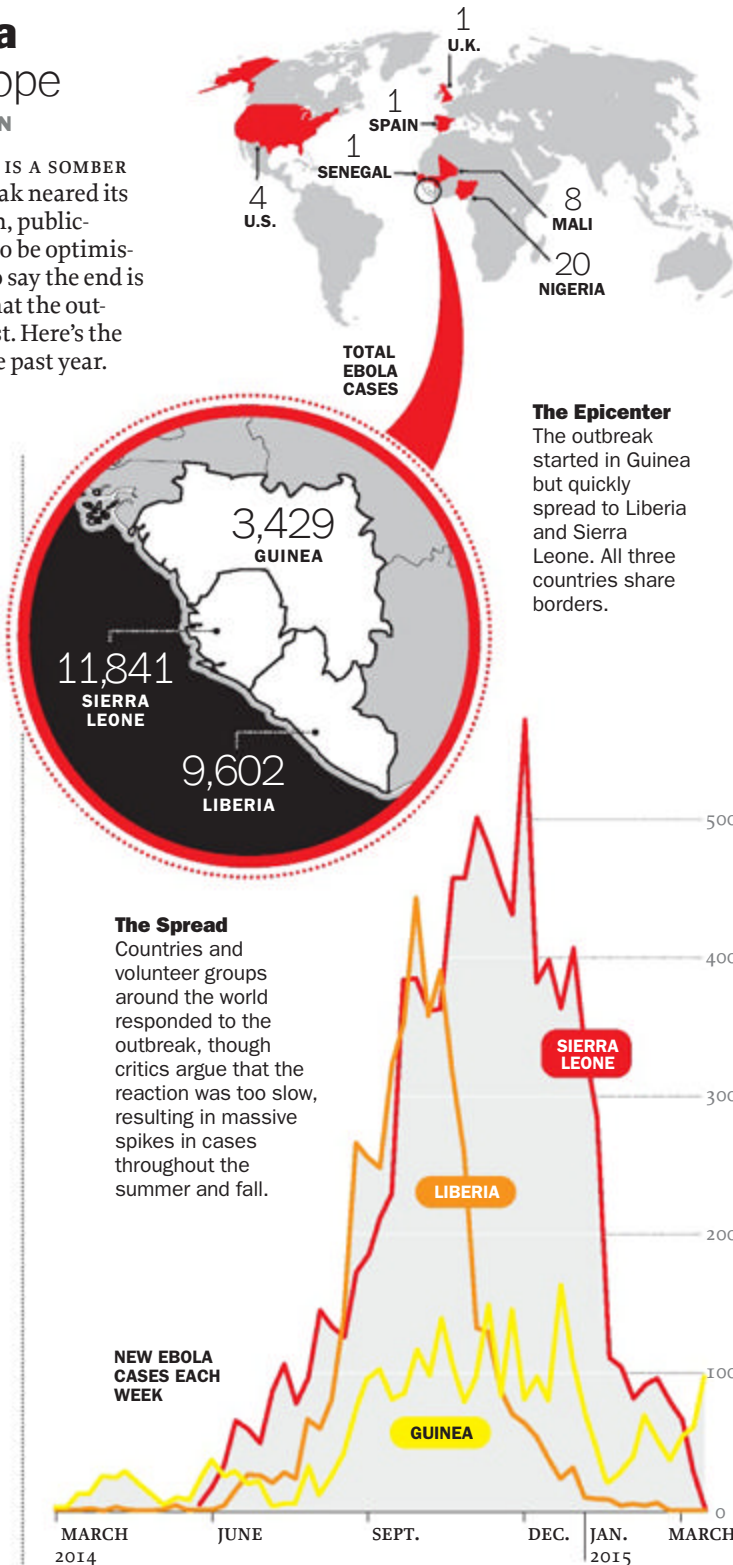
\$

\$2.9B
AID PLEDGES DELIVERED

\$620M
PLEDGES OUTSTANDING

10
EXPERIMENTAL DRUGS TRIED

5
VACCINES IN TRIAL



Why Angelina Jolie Chose Surgery—Again

IN 2013, ANGELINA JOLIE sparked a debate when she announced she had surgery to remove her breasts. She did so preventively because she has a genetic mutation called BRCA1, which greatly increases the risk of breast and ovarian cancer, but some questioned the radical approach. Now Jolie has had another preventive surgery, to remove her ovaries and fallopian tubes. This surgery, however, is far less controversial to doctors.

“This decision is more straightforward than the [one] to have the breasts removed,” says Dr. Karen Lu, chair of gynecologic oncology at MD Anderson Cancer Center.

BRCA1 increases a woman's risk of developing breast cancer by 80% to 90%, and up to 50% for ovarian cancer. But doctors can screen for even the smallest tumors in the breast and get a heads-up on when the cancer is growing. That allows many women to have a lumpectomy followed by radiation and further screenings as opposed to a single or double mastectomy.

That's not the case with ovarian cancer. Because there's no good way to screen for it, it often isn't caught until it has progressed. “It is incurable in most cases for the vast majority of women,” says Lu. Most cancer groups recommend the surgery Jolie had, generally by age 40 or 45, for women with BRCA1 or BRCA2 mutations. Jolie will turn 40 in June.

—ALICE PARK

Milestones

DIED

Lee Kuan Yew Singapore's stern and brilliant founding father put his stamp on Asia



Heartland Lee in Singapore in 1965, the year the city-state gained independence

IT WAS THE FALL OF 2005, AND LEE KUAN YEW had been engaged in a nearly five-hour interview with *TIME* over two days. The conversation turned to family and friends, and faith as a source of strength in the face of adversity. "I would not score very highly on religious value," said Lee, then 82, still in good health. Yet when he talked about the illnesses and deaths of loved ones, Lee allowed himself a moment of vulnerability: his eyes welled up.

Emotional is not a word associated with the hardheaded, severe and disciplined Lee. Neither, seemingly, is *mortal*—Lee was so enduring a public figure for so long that he appeared to transcend impermanence. But in recent years a mellowing Lee openly broached the subject of dying: he felt himself growing weaker with age, he said, and wanted to go quickly when the time came.

The time was 3:18 a.m. on March 23, when the 91-year-old Lee, Singapore's Prime Minister for three decades, died in the 50th year of independence of the city-state that he molded into one of the most

sophisticated places on the planet. His nation mourned his passing. "He inspired us, gave us courage, kept us together and brought us here," said Prime Minister Lee Hsien Loong, Lee's son. "He ... made us proud to be Singaporeans."

Lee's life traced a long arc of modern East Asian history, with the last vestiges of colonialism, the advent of affluence, the introduction of democracy (albeit flawed and limited), the spread of globalization, the decline of Japan and the rise of China, and now the retreat to nationalism. He was not so much an architect of change—his stage, Singapore, was, perhaps regrettably for him, too small to be a global player—as an observer of the way of the world, from nation building to geopolitics to terrorism and everything in between. Overseas, Lee was largely seen as a statesman—"legendary" (Barack Obama), "brilliant" (Rupert Murdoch), "never wrong" (Margaret Thatcher). Upon his death, a chorus of world leaders paid tribute to him.

But at home Lee was above all the man in charge. His ethos was both broad and narrow, often controversial and always trenchant. Government required a long reach. Economic development needed to precede democracy, and even then, civil liberties should be restricted and dissent monitored, even curtailed. The community trumped the individual. "Asian values" is what Lee and his ilk called their credo.

Although Singapore holds open elections and Lee's party always won big—partly because it delivered, partly because it commanded the most resources—he was not always a fan of democracy. "[Its] exuberance leads to undisciplined and disorderly conditions which are inimical to development," he said. "The ultimate test of the value of a political system is whether it helps ... improve the standard of living for the majority of its people." Whether Lee intended it or not, his template for Singapore became a model for many authoritarian governments that saw its success as an example of how prosperity could be achieved while controlling freedom.

Lee even sweated the small stuff. Citizens were told to flush public toilets. Most kinds of chewing gum were banned. Spitters were heavily fined, and for some offenses, authorities inflicted caning as punishment. That some of Lee's social strictures drew mockery or censure abroad mattered little to him. The de facto covenant was this: Singapore's officials would run the city-state effectively and cleanly, and in return its people would toe the line. "If Singapore is a nanny state, then I am proud to have fostered one," Lee unapologetically wrote in his memoirs.

Today Singapore is not as tightly wound as before. Its citizens are more vocal and the government more responsive to their grievances. But such burdens of office are no longer for Lee. No-nonsense to the end, he didn't overthink his legacy. "I am not given to making sense out of life, or coming up with some grand narrative of it," he wrote in 2013. "I have done what I had wanted to, to the best of my ability. I am satisfied." So passes the man from Singapore, who became a man of his time. —ZOHER ABDOOLCARIM AND NEEL CHOWDHURY

Rana Foroohar

The Market Mirage

What stock prices do—and don't—tell us about the actual value of a company



ONE OF THE HARDEST-DYING IDEAS IN economics is that stock price accurately reflects the fundamental value of a given firm. It's easy to understand why this misunderstanding persists: *price equals value* is a simple idea in a complex world. But the truth is that the value of firms in the market and their value within the real economy are, as often as not, disconnected. In fact, the Street regularly punishes firms hardest when they are making the decisions that most enhance their real economic value, causing their stock price to sink.

There are thousands of examples I could cite, but here's a particularly striking one: the price of Apple stock fell roughly 25% the year it introduced the iPod. The technology that would kick-start the greatest corporate turnaround in the history of capitalism initially disappointed, selling only 400,000 units in its debut year, and the company's stock reflected that. Thankfully, Steve Jobs didn't give a fig. He stuck with the idea, and today nine Apple iDevices are sold somewhere in the world every second.

THIS STORY ILLUSTRATES THE TRUTH: STOCK prices are usually short-term distractions, while true value is built up over time. According to McKinsey, 70% to 90% of a company's value is related to its likely cash flow three or more years from the present. That makes sense—making money from new inventions takes time. Yet Wall Street analysts, whose opinions help set stock prices, typically base their assessments of a firm on one-year cash-flow projections. What's more, like all individuals, they have their biases; during boom periods, they tend to believe that corporate earnings will be higher than during bear markets, regardless of the underlying corporate story.

CEOs, who are paid mostly in stock and live in fear of being punished by the markets, race to hit the numbers rather than simply making the best decisions for their businesses long term. One National Bureau of Economic Research study found that 80% of executives would forgo innovation-generating spending if it meant missing their quarterly earnings figures. It's a system that, as behavior economist and Nobel laureate Robert Shiller puts it, has emerged from "convenience rather than logic."

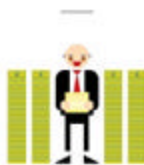
That's not to say that stock prices don't give valuable insight into what's driving corporate America. A recent report from the Office of Financial Re-

BEHIND THE NUMBERS



BUYBACKS

From 2003 through 2012, 449 S&P 500 firms used 54% of their earnings to buy back their own stock. An additional 37% was spent on dividends, leaving less than 10% for R&D and employee salary increases.



PAYOFFS

In 2012 the 500 highest-paid executives of U.S. public companies received 83% of their compensation in stock, or about \$25 million each.

Source: William Lazonick, University of Massachusetts at Lowell

search (OFR), a government body that monitors financial stability, dug into why U.S. stocks have tripled over the past six years. While the gains in the market have indeed been driven by rising corporate earnings, that fact obscures a more troubling truth beneath—sales growth is trailing well behind earnings growth. Companies have higher profit margins (and thus higher stock prices) not because the economy is booming and they are selling more stuff but because they have cut costs, kept salaries flat and not invested in new factories or research and development.

Share prices have also been driven up by low interest rates that have allowed companies to borrow money on the cheap and use it for short-term gain. Corporate debt (not including debt held by banks) has risen from \$5.7 trillion in 2006 to \$7.4 trillion today. Much of that money has been used for stock buybacks, dividend increases and mergers and acquisitions. The OFR believes that "although this financial engineering has contributed to higher stock prices in the short run, it detracts from opportunities to invest capital to support longer-term organic growth." As William Lazonick, an economics professor at the University of Massachusetts at Lowell who does research on the topic, puts it, "We've moved from a world in which companies retain and reinvest their earnings to one in which they downsize and distribute them."

NOBODY—NOT ECONOMISTS, NOT CEOs AND not policymakers—thinks that's good for real economic growth. Yet the markets stay up because of the dysfunctional feedback loops. Eventually, of course, interest rates will rise, money won't be cheap anymore, and markets will go back down. None of it will reflect the reality on the ground, for companies or consumers, any more than it did during the boom times. For individual investors, there's no clever strategy to get around any of this—you simply buy an index fund and hold it as long as you can before moving into T-bills or cash.

But there's a deeper conversation to be had about how we might fix our system to bridge this gap between markets and reality. There are plenty of ideas out there, from a sliding capital gains tax based on how long you hold a stock to big limits on buybacks and corporate options pay. Any or all of these might help stock prices reflect what they should—the real value of a corporation.

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WORLD

Cuba on the Cusp

As U.S. policy softens,
the island that time forgot
prepares for change

By Karl Vick/Havana Photographs by Yuri Kozyrev

Now open Havana is divided between new and old by the stately boulevard that runs past El Capitolio, inspired by the U.S. Capitol building



The wait in the customs line at José Martí International Airport is mostly like the wait at any airport:

tedium cut by an irrational but persistent worry that you've done something wrong and are about to be found out. It's a normal apprehension that acquires a special edge in a country it was all but illegal for a U.S. citizen to enter for the past half-century.

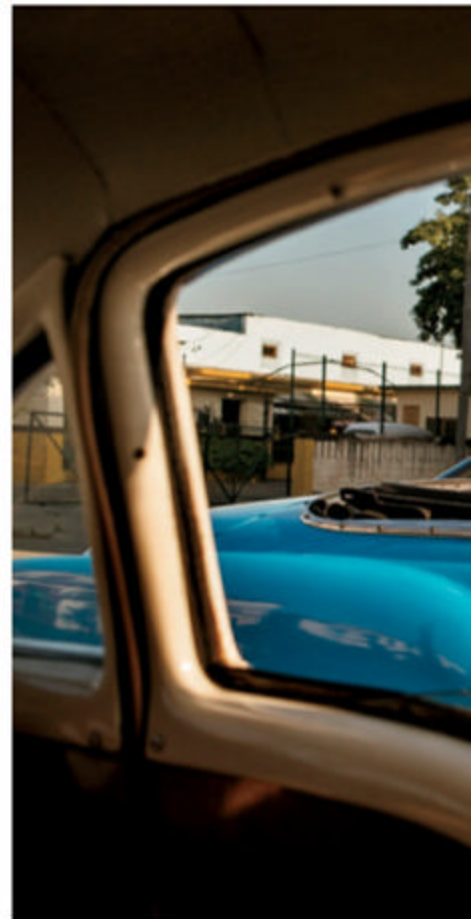
But Cuba has suddenly cracked open, and so has the face of the man at the passport counter. He wears a uniform, rubber gloves and a smile—a wicked one, directed not at you but at the co-worker standing behind him, a woman who has placed her own gloved hand on his shoulder in a flagrant act of workplace flirtation. They are laughing. “Welcome,” the man says.

What this means is not clear until I pass through security, which air travelers to Havana encounter upon arrival. “*Es necesario*,” says the young woman beside the magnetometer, but her words say less than her look. For the duty of guarding the revolution, the uniform worn by the women milling about the arrivals area turns out to be a fitted khaki blouse, a snug skirt and patterned black stockings. What awaits the visitor to Cuba now that President Barack Obama has begun to remove the barriers to the island for Americans? In two words, fishnets and epaulets—the telling juxtaposition of a warm and convivial population clad in the trappings of a conflict almost no one takes seriously anymore.

It was 1989 when the Cold War ended, leaving Cuba to make its own way in the

world without the financial support of the communist bloc it had served as proudly defiant bowsprit. A quarter-century later, Washington and Havana finally agreed to acknowledge that things may have changed. Among the visitors on the January day I arrived was a delegation from the U.S. State Department, the most senior in 35 years, on hand to negotiate the reopening of a U.S. embassy in Havana and a Cuban one in Washington. The talks went well, riding the surge of giddy good feeling that greeted the Dec. 17 joint statements by Obama and Cuban President Raúl Castro, who took over seven years ago for his revolutionary brother. Something about the announcement, so out of the blue, made a lot of people in both countries happy. Despite bumps and strains in the months since, Obama and Castro prepare to meet at a hemispheric summit on April 10, with Americans inclined toward Cuba a little like residents of Germany East and West: as once intimate cousins freed to renew acquaintance after a long forced separation.

“I believe in humanity. We think everything can be better, to benefit both countries,” says Caridad Alfonso, sipping a beer after work near the Malecón, the iconic seawall that protects downtown Havana from waves that gain force across 90 miles (145 km) of the Florida Straits. A doctor, Alfonso has met Americans at conventions in the Bahamas; she'd like to know more.





"I don't have American friends," says her companion, Leonel Díaz.

"Not yet," says Alfonso, with a smile. "He will find them."

Reunited

AND WHAT WILL AMERICANS FIND? THE answer depends partly on what they expect. The vision of Cuba that dominated U.S. foreign policy since 1961 would strike fear into any visitor. "That imprisoned island" is how John F. Kennedy referred to it, after sending lightly armed Cuban exiles to the Bay of Pigs in hopes of deposing the new government led by Fidel Castro. The exiles were routed but came to dominate the U.S. view of Cuba for the next half-century, defining Castro's regime as totalitarian and the Cuban people as victims.

There was no shortage of facts supporting that view. Castro's government imprisoned tens of thousands in the name of protecting the revolution that in 1959 ousted the U.S.-backed dictator Fulgencio Batista. Castro's subsequent embrace of the Soviet Union promptly led to the Cuban missile crisis, the world's closest brush with nuclear war, triggered by the discovery of Russian missiles west of Havana. But in retrospect, the Cold War only framed what was at heart a neighborhood grudge match. For two more decades, Washington plotted against Castro—most famously in a range of assassination plans that included exploding cigars.

"The revolution is a very complex social phenomenon," a senior Cuban official tells me one afternoon, speaking fluent English but blanching at the suggestion of being named in print. "The United States acted very badly from the beginning. They pushed us into the arms of the Soviet Union. This was not our plan. But you're put in the position where you have to survive, and you have to survive."

In some ways, Cuba more than survived. Perhaps no country so poor—monthly salaries in Cuba average \$20, with free rent



Classics *Displays of the U.S. flag, top, have become more common as tensions between the countries relax. Vintage American cars, bottom, imported before the embargo have become symbols of Cuba*

Beautiful ruin

The decay of iconic buildings like the Arcos enhances Havana's tourist appeal but endangers those who actually call it home





and food-ration cards—has so much to lose. Some of its assets are in plain sight, set off nicely in the slanting afternoon light that floods Havana's avenues. The shaded streets, like the vintage American sedans that putter along them, are old but immaculately kept. The literacy rate is 99.8%, and the health system is among the world's best. Cuba has a lower infant mortality rate than America.

Other achievements involve stark trade-offs. Ordinary Cubans need permission to move and to go into business. If they had access to the Internet—one of Obama's stated goals—they would expect to be monitored the way they are on the phone, or even chatting on the street. Every block has its Committee for the Defense of the Revolution to inform on the neighbors.

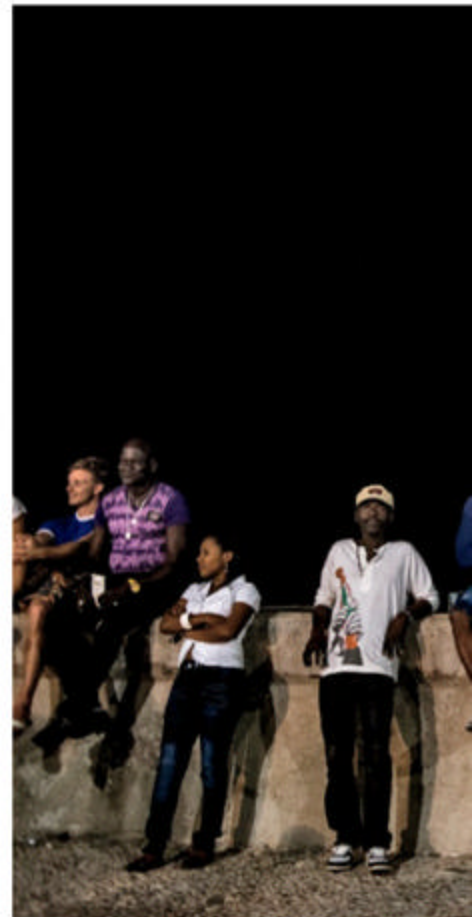
But it's not only the state that feels secure. In a region plagued by a drug trade and the violence that accompanies it, Cuba is all but free of both. Police here carry neither the guns nor the swagger that remain queasy hallmarks of neighboring societies. The murder rate is one-tenth of Jamaica's and one-seventh of the Bahamas'; in the western hemisphere, only Canada and Chile rank lower. The magnetometers at the airport begin to make sense. "The good thing about my country is no drugs at all," says Julio Pérez, 49, a fishing guide. "No guns on the street, because no drugs, no guns. And," he adds, "really strong culture."

Which is the other thing people expect from Cuba and will be looking for once cruise ships and airliners from the U.S. begin arriving, perhaps later this year. "I think the long-term appeal will be the culture," says Carolyn Spencer Brown of CruiseCritic.com. The vision of Cuba that arrived on U.S. shores with *The Buena Vista Social Club*, the 1997 album Ry Cooder recorded in Havana, frightened no one. Music is a way of life here, the rumba a national institution. Artists do double duty as ambassadors. Cuba has a way of producing pleasures even cold warriors had a hard time letting go. Before signing the order imposing a permanent embargo on Cuba in 1962, Kennedy instructed an aide to buy as many cigars as he could lay his hands on (1,200, it turned out). This is the Cuba that grew only more attractive as the Studebak-

ers lost their compression and the walls of the Old City crumbled in the salt breeze.

"It's set in its time, at the moment," says Wendy Hicks, a British tourist visiting the island. "And it'd just be a shame to miss what it is. Because it is unique." She sat with a friend in a hotel lobby in the heart of *Habana Vieja*, two tables from a Canadian family playing cards. Canadians—not bound by the embargo—account for more than a third of Cuba's tourists and have been arriving in even larger numbers lately, in anticipation of an American influx they fear will drive up prices or, worse, simply ruin the place. For Cubans, the U.S. rapprochement clearly raises hope in a very material sense. "Let them bring stuff so we can have stuff" is how Díaz puts it, drinking his beer. But the same opening makes visitors nostalgic in advance, launching into paeans to Old Havana that sound like eulogies. ("We wanted to see it before McDonald's arrives," one says.) Such is the delicacy of Cuba's appeal, or the flatness of so much of international travel.

"For people who've been everywhere, it's the one place you couldn't go, so I think there's going to be a lot of curiosity," says George Hobica, president of AirFareWatchdog.com, which follows U.S. airlines. But the invasion, when it comes, may initially be no more successful than that of Kennedy's doomed exiles. Cuba has only 60,000 hotel rooms, an inventory wiped out by an international education conference the week after the U.S. delegation departed. There are also thousands of rooms licensed for rental to foreigners in private homes, designated by official signs—but it's not only the rooms that are spartan. There's almost no Internet outside major hotels, and a creaking cell network won't support smartphones. In the Instagram age, such deprivations may qualify as adventure travel. At least for a while. "There's this tremendous interest. It's still this idea that Cuba is the forbidden fruit. That's what is making it exciting," says Lucy Davies, a Brit who runs a Havana company specializing in bicycle tours. "But it would be a disaster from the Cuban side to open the floodgates. I also don't think the average American is ready to put up with the discomforts of traveling in Cuba."





Great Expectations

CHANGE SOMETIMES EQUALS LOSS. TO ME, Havana seems much as it did when I visited in 1997, entering through the loophole U.S. law left for journalists. Except on Varadero, the generic resort zone two hours east of Havana, tourists were relatively scarce. We had to hire a government guide, but he left us alone to walk through the old city as life spilled out of the apartments onto the street. At a dominoes table, a cackling old man in shorts marked his victory with hip thrusts toward the ear of the old man he had vanquished. The nearby Plaza de Cathedral was an open-air gallery, and artists would come to your hotel with more work. Only three or four restaurants took dollars, a currency so coveted that at one, we discovered that our waiter was in fact a heart surgeon trying to make real money. A local man invited us to his home for a dinner of cut-up hot dogs in rice—a feast in a country where people can go a long time without eating meat; he waited until after the meal to try to sell us black-market cigars.

“It was still very much a living city 17 years ago,” says Davies, who fears for Cuba not the advance of Starbucks but a creeping inauthenticity, already glimpsed in the handful of for-hire vintage (imported before the embargo) cars painted in gaudy citrus hues. The formerly stately El Floridita, birthplace of the daiquiri, has become a tourist trap, complete with a bronze statue of Ernest Hemingway in his preferred corner. And though the hole-in-the-wall bar La Bodeguita del Medio, where Papa drank mojitos, remains true to itself, the art market has been moved to a former train shed. It’s now dominated by mass-produced paintings that reduce Havana to a cartoon—a ’55 Plymouth parked outside La Bodeguita.

It would take an act of Congress to bring in the American fast-food chains the connoisseurs fear; Obama’s changes nibble at the edges of the embargo, which remains the law of the land. But he freed



Internationalism *In the Regla suburb, top, a barber holds a portrait of Che Guevara, who tried in vain to export Cuba’s revolution. At bottom, tourists and locals gather on Havana’s Malecón, or seawall*





Contrasts Newlyweds in a vintage American car in Guira de Melena, a prosperous town where families with relatives in the U.S. can spend \$20,000 on a wedding

U.S. citizens to book their own travel, as long as they say it's for cultural enrichment rather than tourism—a watery distinction, especially in Old Havana. There, in a gift shop off the Plaza de Armas, an interview with the owner abruptly stops when a band starts playing in the street, suddenly alive with a parade led by men on stilts. It's an artificial Day-Glo show meant to please tourists. But at the sound of maracas, what explodes out of the shop is the real thing, an old woman clutching a housedress and a cigarette, rolling her shoulders and winking as she rumbas toward the music. A boy and a dachshund follow, the dog lying down on the sunny cobblestone, where a young tourist bends at the waist to take its picture. "We don't pay her a salary," a clerk says, meaning the dog. But a small stipend might be in order. This, after all, is what people come for.

The Pragmatist

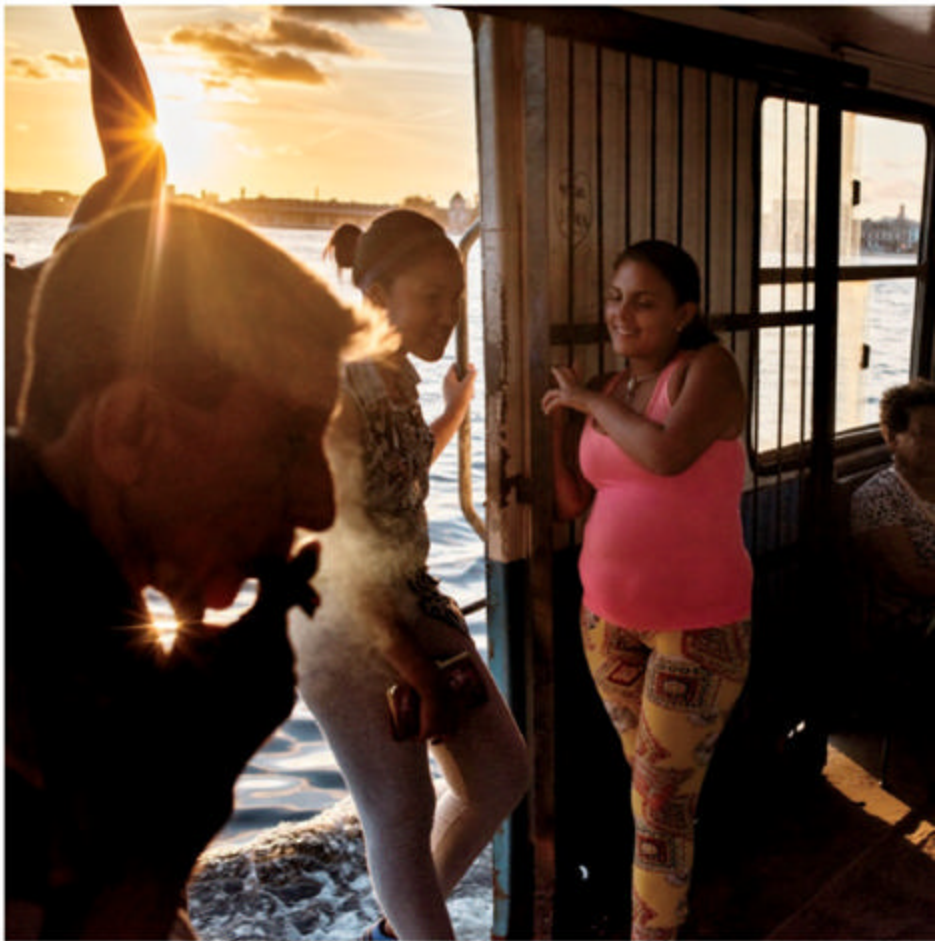
RAÚL IS NOT FIDEL. THE YOUNGER CASTRO knew Che Guevara, hid in the Sierra Maestra just like his brother and is now 83. But he disdains the limelight, almost never gives interviews and, in Politburo affairs, seeks consensus. President since 2008, he appears content to leave Fidel's fading slogans—*Socialismo o muerte* (socialism or death)—embroidering public spaces, except, apparently, where something new is going on. In Mariel, the port city a half-hour west of Havana, bulldozers are creating a massive, free port zone, built with Brazilian money for operation by Singapore. The idea—for foreign companies to set up free of the regulations that normally hamper investment here—is not a terribly socialist one, which is why the towering billboard at the entrance to town reads, "Every step that we take should be accompanied by establishing a climate of order, discipline and excellence. —Raúl."

"Look, Raúl is a pragmatic fellow," says Carmelo Mesa-Lago, a University of Pittsburgh economist who has followed Cuba for decades. But pragmatism in the Cuban context goes only so far. Three days after his joint announcement with Obama, Raúl appeared before the National Assembly, pushing back any assumption that rapprochement with Washington

amounted to a repudiation of "our ideas."

Still, something has got to give. The plain fact is, for all its accomplishments (and Cuban doctors were among the first in West Africa when Ebola broke out), the country has always been an economic basket case. Fidel's famously impulsive economic experiments—a superproducing cow! Coffee plantations ringing Havana!—have been condemned to the sandbox of history, alongside Che's utopian vision of a "new man" who would work devoid of self-interest. A hero to many for defying the U.S.—especially in Latin America, where the U.S. historically regarded its neighbors' sovereignty as optional—Cuba has never managed to stand on its own, always maintaining an unhealthy dependence on an outside patron. First there was colonial Spain, then capitalist America (which in the 1950s had a stake in virtually every sector of the economy), then the Soviet Union and, recently, U.S.-bashing Venezuela. The late Venezuelan President Hugo Chávez loved to tweak the U.S. by propping up its regional rival through generous subsidies of oil and cash, but his successor Nicolás Maduro may be forced to slash that aid as depressed crude prices send his country's economy into free fall—a fact not lost

In between A ferry crosses Havana Bay between Old Havana and Casablanca. Cuba's revolution produced social advances but persistent economic failure



on Raúl. "[Cuba is] in very dire economic straits," says Mesa. "They need the United States. Venezuela's economy could collapse, and then what are they going to do?"

What indeed. "We have realized some things," says the senior Cuban official. "We, before, didn't all the time appreciate the role of the market. Now we realize we need some market in some places." But, he adds, "If we decided to turn to capitalism, it will not be U.S. capitalism. We want to be Cubans and try to find our own way to do things, according to our history, according to our culture and so on. We have to find ways to make the life of our people better. The world is not the way you want it to be. The world is the world, and you have to find a way to be in harmony with it."

It's not as if a communist country has never transitioned to the global marketplace. But the record is so uneven that Raúl sees it as reason to proceed with utmost



caution, even though he has vowed to cede power in 2018. “No shock therapy,” he says.

The result is reform at dead slow. Farmers, for instance, can cultivate some land privately, as in China and Vietnam. But unlike those countries, Cuba requires its farmers to sell much of their harvest to the government, at below-market prices. Even tourism poses threats. The island’s famous social equality can be subtly undermined by glossy private restaurants pitched to foreigners that also draw a few Cubans wealthy enough to dine in style.

Then there are the hard-liners, the Cuban officials who are as opposed to rapprochement with Washington as the Cuban-American exiles still stewing in Miami. “I don’t want to mention names, but some inside the top levels in government still have the siege mentality,” says Carlos Alzugaray, a former Cuban diplomat who lectures on relations with the U.S. The old guard makes common cause with Caracas, which Raúl hastened to voice support for after Obama imposed sanctions on seven Venezuelan security officials in March. The flap threatened to delay the embassy re-openings, which the Administration hoped to announce before the April 10 start of the Summit of the Americas in Panama City.

But time, which in Cuba often seems to stand still, does its work. Just as the senescence of the exile community emboldened Obama, a new generation has emerged inside Cuba’s one-party establishment, showcased by the delegation negotiating with the U.S. More than half of the 2 million Cuban Americans in the U.S. were born there. And as regulations have relaxed in recent years, the island’s 11 million residents have come to see the U.S. less as an ideological threat than as a source of money transfers from relatives; Obama’s new rules might allow in \$2 billion more, as much as Cuba spends importing food. “For a long time, leaving Cuba for the USA was becoming a CIA agent,” says Alzugaray. “No more.”

Will engaging Cuba change how it’s governed? That’s far less certain. The example of China, another country that remains communist in name, demonstrates that economic reform doesn’t automatically mean political freedom. The most prominent dissidents inside Cuba now say they welcome the opening, and the State Department cautiously notes that political detentions there dropped to 178 in January, from a monthly average last year of 741. But any new tolerance is as untested as the fragile spirit of cooperation between Havana and Washington. The nominal enemies are clearly pulling together to create a political environment hopeful enough that members of Congress feel they can vote to roll back the embargo. But the exiles’ historic strength on Capitol Hill makes any such move unlikely in the near term.

For now, the most vivid sign of a new era was a seemingly mundane one: the arrival in Havana of the news conference. For longtime Cuba watchers, the spectacle of reporters questioning government officials after each session with the U.S. delegation amounted to news in itself; for decades, the government spoke only by communiqué. What’s more, while the Americans looked guarded and stiff—doubtless feeling the eyes of Miami—the Cubans appeared at ease, saying straight out what the Americans danced around. “Why not?” another senior Cuban official says, smiling. “What have we got to lose?” —WITH REPORTING BY DOLLY MASCAREÑAS/HAVANA ■

State of Affairs What the U.S. and Cuba still need to work out

LEGAL TRAVEL

Since January, travelers from the U.S. have been able to arrange their own trips without advance permission from Washington. The exception is beach resorts, because straightforward tourism still isn’t allowed.

FLIGHTS

Until U.S. airlines and cruise ships set up, charter flights are the only way to travel directly from the U.S. to Cuba. Most leave from South Florida, but weekly service from New York City began in March, and eight other cities have federal approval.

GUANTÁNAMO BAY

Castro insists that the U.S. must leave the naval base in Cuba’s southeastern corner, which it has leased since 1903. But inertia favors the status quo: Washington sending a \$4,085 annual rent check—and Cuba refusing to cash it.

TERRORISM LISTING

Cuba ceased supporting terrorism years ago, but Obama’s effort to review its place on the list of states supporting terrorism is in limbo, likely because of Republican opposition.

EMBARGO

The President has executive power to relax laws, but only Congress can fully clear the way for U.S. firms to do business in Cuba.

CASTRO’S SUCCESSOR

Raúl Castro, 83, has vowed to retire in February 2018. Next in line for his job is Miguel Díaz-Canel, a previously obscure apparatchik and Internet enthusiast who at 54 would be the first non-Castro to lead Cuba since the 1959 revolution.



Critical deposit *Dr. Ann McKee holds a research sample at a VA-hospital brain repository in Bedford, Mass.*

NATION

UNLOCKING THE SECRETS OF PTSD

DEEP INSIDE A BOSTON VA HOSPITAL, about two miles south of Fenway Park, four gray freezers are set at a constant temperature of -80°C . The chill protects the precious contents: samples donated to the nation's first ever brain bank for post-traumatic stress disorder (PTSD). There, scientists will dissect the brain tissues by shaving some into translucent slices resembling the pickled ginger served with sushi and turning others into chemical soups. Then they will become fodder for researchers trying to better understand what exactly goes wrong—at the cellular level—in the brains of people saddled with trauma.

The payoff could be immense. As many as 500,000 U.S. troops who served in the wars in Afghanistan and Iraq over the past 13 years have been diagnosed with PTSD. The toll can be enormous. Without adequate treatment, PTSD can ruin lives and destroy families.

The trouble for these veterans is that

New efforts to understand exactly how posttraumatic stress disorder affects the brain could reshape treatment for military veterans

BY MARK THOMPSON

there is a dearth of adequate treatments, and what works for one person might not work for another. That's in part because when it comes to PTSD, there's still a lot that experts don't understand. Which is where the brain bank comes in. Scientists hope that investigating brains that once belonged to people with PTSD could yield important biological insights that might improve care for the hundreds of thousands of people who suffer from it.

"The burden of PTSD in service members who have been deployed in support of Operation Enduring Freedom in Afghanistan since 2001 and Operation Iraqi Freedom since 2003 is staggering," the National Academy of Sciences reported in an exhaustive 300-page study last June.

And while the U.S. spends \$3 billion per year to treat the disorder in military veterans, just how that treatment is administered is uneven at best. Through its investigation, the report's authors discovered that some veterans were given

treatments with scant evidence of their effectiveness. It's a chilling reminder that the government tends to be far better at deploying soldiers than at caring for them when they return.

In the case of PTSD, that's not entirely the government's fault. Though we have known for more than a century about the emotional wounds combat can inflict, we still don't fully understand the effects war has on the brain. There has long been debate over how much of PTSD is caused by physical changes in the brain and how much is tied to emotional responses to stress or trauma.

"We don't know the structural changes associated with PTSD because we haven't had this kind of brain bank before," says Dr. Ann McKee, a neuropathologist at Boston University who is overseeing the PTSD brain bank. "We've been diagnosing PTSD based on clinical symptoms, but we have not systematically characterized the pathology underlying this disorder."

McKee has studied the brain for decades. She did groundbreaking work on a degenerative brain disease caused by repeated head trauma that's commonly seen in football players and boxers. Now, with the PTSD brain bank, which received its first 10 brains on March 17 and is scheduled to begin operating this fall, McKee and her colleagues hope to learn how psychological trauma can change—and hurt—the brain too.

Those insights may eventually prove life-changing for soldiers with PTSD as well as countless civilians who are haunted by trauma caused by emotional and physical abuse, rape, violent attacks and serious accidents. Those who seek help are usually sent to group or individual therapy or both. Many will be prescribed potent medications, ranging from antipsychotics to antidepressants, in a search for a drug cocktail that may bring peace of mind. The uncertainty of what will work best for whom can make treating PTSD as much art as science. And since the consequences of not treating PTSD can be so dire—substance abuse, an increased risk of suicide—refining the science is critical. Which is why so much hope is resting on those freezers in Boston.

"There's kind of a desperation to get better treatment," says Alex Lemons, a 35-year-old former Marine from Salt Lake City who has wrestled with PTSD since the first of his three Iraq tours, in 2003. "This should have started decades ago."



Sample size PTSD investigators will study thin slivers of brain tissue for evidence of physical changes

As Old as War

PTSD CAN BE TRACED BACK TO ANTIQUITY. It was called "soldier's heart" during the American Civil War and morphed into "shell shock" in the First World War and "battle fatigue" during the Second. It became "operational exhaustion" in Korea and PTSD only after Vietnam, when the American Psychiatric Association added the term to its list of recognized mental disorders.

In a cruel twist, the increased skill of battlefield medics and surgeons has added to the ranks of soldiers with PTSD. With fewer troops dying from once fatal physical wounds, more have the bittersweet bless-

ing of living with their combat memories. Among deployed troops, PTSD diagnoses grew by 400% from 2004 to 2012. The National Academy of Sciences report estimated that up to 20% of the 2.6 million U.S. men and women who served in Afghanistan and Iraq may have it. In 2011, 1 of every 4 veterans of the post-9/11 wars who sought help from the VA suffered from PTSD.

Some of that increase is likely due to changes that have broadened the diagnostic definition of PTSD. But most experts agree that the number of people who receive a PTSD diagnosis is far lower than the actual number of cases. That's in part because it can be a tricky condition to identify. Symptoms may appear soon after a traumatic event, or they may lurk until something—a new war, a flashback from an old one, something else altogether—rouses them from their torpor.

The severity of injuries also drives up PTSD rates: 8% among those with no wounds, 13% for those with penetrating wounds and 29% for those who experienced blunt-force trauma. Ground-pounding soldiers and Marines have PTSD at more than double the rate of sailors and airmen. And the condition is the third most common service-connected disability, after hearing loss and tinnitus.

While PTSD is not limited to the armed forces—victims of all manner of trauma experience it—only veterans suffer from PTSD because they did their government's bidding. Which is why some leaders in the field have long argued that it's the government's responsibility to invest in more meaningful research and treatment for people with PTSD.

For years, doctors have been pushing for a government-backed brain bank to study PTSD—and pointed to the important research breakthroughs from the more than 50 brain banks in the U.S., many privately funded, for maladies like Alzheimer's and depression. "We have favored getting a brain bank going for a long time, but nobody in government seemed interested," recalls Richard Weidman, the executive director of policy at the nonprofit Vietnam Veterans of America. "They don't want to pay for PTSD."

Matthew Friedman ran the Department of Veterans Affairs' National Center for PTSD in White River Junction, Vt., from 1989 to 2013. In 2004 he wrote that increasingly sophisticated functional-MRI imagery revealed a "neurocircuitry of fear and anxiety" inside live human brains. Figuring out why neural networks crank up so high in those with PTSD, he argued, requires methodical brain dissection and analysis. In other words, a brain bank.

Yet neither the Pentagon nor the VA pushed for its creation, and neither, when asked by *TIME*, could explain why. "The problem," Friedman says, "was getting secure funding."

That finally changed last year, when Vermont Senator Patrick Leahy, a senior Democrat on the Appropriations Committee, added \$1.5 million to the federal budget to create what will become the VA's Leahy-Friedman National PTSD Brain Bank. "We spend a lot of time, money and effort getting men and women ready to go to war," Leahy says. "I've always felt that we ought to devote more attention as well to helping them when they come home."

Hunting for the Source

THE BRAIN HAS ALWAYS BEEN A CHALLENGING puzzle for researchers. The electrical impulses and biochemical reactions of the brain, sealed inside the skull, run both body and mind. Their interplay, wrote Charles Sherrington, a Nobel Prize-winning early 20th century brain researcher, is "an enchanted loom where millions of flashing shuttles weave a dissolving pattern, always a meaningful pattern, although never an abiding one, a shifting harmony of subpatterns."

PTSD disrupts those harmonious interactions among the brain's 100 billion cells, generating symptoms ranging from hypervigilance to depression to sleeplessness. Its insidious and multiple manifestations (there are up to 636,120 symptom combinations, two psychologists calculated in 2013) make PTSD especially vexing to treat.

"PTSD evolves based on the cultural conditions of the people who suffer through it," says David Morris, a former Marine who chronicled his condition in the book *The Evil Hours: A Biography of Post-Traumatic Stress Disorder*. "The neuroscience for PTSD is less clear than it is for manic depression or Alzheimer's."

At the brain bank in Boston, McKee and her team will try to answer some of the biggest questions about PTSD. Why are some people more vulnerable to it and some more resilient? How much of the way we react to any traumatic event is the result of biological factors, and how much is environmental?

The researchers will initially rely on 50 brains from Baltimore's Lieber Institute for Brain Development, a nonprofit that has more than 500 brains stockpiled for research into schizophrenia. Eventually, the brain bank plans to set up a website where veterans will be able to volunteer their own brains for study after they die. The government will pay Lieber about

\$20,000 per half-brain, or hemisphere, to defray the costs of collecting, preserving and recording their histories. "It includes all of the vital structures of great interest to PTSD investigators, especially the hippocampus and the amygdala," says Thomas Hyde, Lieber's chief operating officer, referring to parts of the brain linked to emotions and memory.

Researchers will use imaging studies of live brains as a road map. "Certain sections of the brain will show an increased blood flow. Others will show a diminished blood flow," Friedman says. "Certain sections of the brain will be more responsive to certain kinds of chemicals, and vice versa." Animal studies, he adds, reveal "very exciting" alterations in neural connections after extreme stress.

Documenting the response is key, since charting what's going wrong is the first step to fixing it. "Memory, activation of fear circuits and anxiety circuits seem to be overly active in people with PTSD," Hyde says. "If you can understand that chemistry, then you might be able to develop better drugs to treat it."

The brain bank will fuel PTSD research across the nation, with scientists at other institutions borrowing brain samples for their own work. And the bank's benefits could extend well beyond vets: PTSD can affect anyone who experiences trauma, from bad falls to crimes like robbery or home invasion. In fact, many experts believe that the sudden loss of a loved one or an abusive or even negligent childhood can also lead to PTSD. An estimated 6.8% of Americans will suffer from it at some point during their lives.

Those who have experienced PTSD are optimistic about the brain bank's work. Jim Doyle spent 1969 in Vietnam as an Army infantryman and struggled with PTSD for 15 years. "PTSD is real. It's not somebody trying to scam the system. It's not people who are lazy. It's not people who are just doped up," says Doyle, now 65 and living in Fresno, Calif. He's hopeful that the brain bank means that the next generation of soldiers won't need to wage a second war when they come home.

"Maybe they'll be able to find the physical manifestations," Doyle says. "That way, the next guy in the next war won't have to go through years of fighting himself, and everyone around him, because he's not sure what's going on inside his own head."

The brain bank will
fuel PTSD research
across the nation,
with scientists
borrowing brain
samples for their
own work

SPORTS

Virtual World, Varsity Sport

The newest route to college is through a video game

BY SEAN GREGORY/CHICAGO

\$19,000

Top amount of an annual e-sports scholarship to RMU

5

Number of RMU gaming coaches; the staff has one head coach and four assistants

37

Number of computer monitors in RMU's arena—all featuring the logo of the team's "official monitor" sponsor

After-school session

Members of the Robert Morris University video-game team practice in the school's e-sports "arena"



\$100,000

Amount Robert Morris spent to retrofit a classroom into an e-sports hub

\$349

Value of each of the 40 ergonomic gaming chairs that an RMU sponsor gave to the school

ON A RECENT MARCH AFTERNOON, JUST as the NCAA men's basketball tournament is beginning its annual run near the top of the TV ratings, another group of student-athletes are inside a downtown Chicago building, casting spells. These two dozen members of the "e-sports" team at Robert Morris University tap their keyboards and right-click their mice at warp speed, honing their skills at *League of Legends*, a five-on-five battle game won by the first team to destroy a glowing tower called the Nexus.

This is no idle diversion. Robert Morris is the first college in the U.S. to make video gaming a varsity sport like soccer or basketball. Top players can receive athletic scholarships worth up to \$19,000 per year. Which means that many of these twitchy-fingered students are getting the same sort of subsidized education as the hoops phenoms playing in March Madness. "My parents were always telling me to get off the Xbox," says Jonathan Lindahl, a freshman e-sports player. "So I'm really rubbing it in their faces."

In fact, many aspects of the Robert Morris e-sports team take their cue from big-time college athletics. The Eagles—the team has the same mascot as the school's other varsity sports—practice up to five hours a day in the iBuypower E-Sports Arena, a classroom that was converted into a gaming center. Robert Morris, a commuter school based in downtown Chicago with fewer than 2,500 undergraduates, sold the naming rights to the room for an amount that school officials described as more than five figures. During tournaments and even practice, the team wears jerseys with logos of sponsors on the sleeves. And whereas a picture of a legendary coach may hang in some gyms, here the athletes play under a portrait of a blue ghost with jet black hair flowing to her waist. This is *League of Legends* warrior Kalista, the Spear of Vengeance, an "eternal spirit of retribution."

All these parallels to the real money-makers in college athletics are by design, and in some ways the commercialism is even more overt. Competitive video gaming is a multibillion-dollar global business, with pro championships streamed last summer by ESPN. The current generation

of college students grew up playing interactive online games, and many continue to play in school. As a result, hundreds of colleges have formed organized gaming teams, many as campus clubs. The Collegiate StarLeague, which counts not only Robert Morris but also Harvard and Stanford among its ranks, has swelled this year to almost 450 schools and more than 10,000 players. And college gaming now has its own major spring tournament.

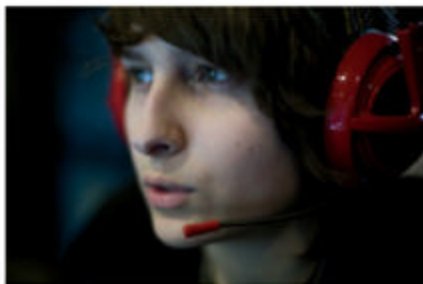
On March 28, Robert Morris will compete against 15 other finalists—including established sports powers like the University of Michigan, Georgia Tech and Texas A&M—in the North American College Championship (NACC). The “Final Four” is May 2–3 in Los Angeles; each member of the championship team will receive \$30,000 in scholarship money. Since college gaming is not governed by the NCAA and its strict definition of amateurism, e-sports athletes can get cash and other direct benefits from companies.

Another school is already following Robert Morris’ lead. The University of Pikeville, a private liberal-arts university in Kentucky, will begin offering e-sports scholarships in the fall. And Kurt Melcher, the Robert Morris associate athletic director who first proposed the video-game idea, says he’s heard from about 30 schools—a few with well-known athletic programs—about starting an e-sports team.

Colleges already support a variety of unexpected competitions: some offer chess scholarships, others have bass-fishing teams. But Robert Morris seemed to have pushed the student-athlete limits when it launched its varsity e-sports program this fall. School president Michael Violtt says he took plenty of criticism from his colleagues. “They thought that it was a ploy outside the bounds to get attention,” he says. He insists that gaming can provide the same life lessons, in areas like teamwork and discipline, as traditional sports such as football and basketball. Besides, Robert Morris offers financial aid to painters, band members and dancers. Why not Nexus destroyers? “These guys have to learn to communicate with one another, in clear and concise patterns, and take leadership positions,” says Violtt. “We took them out of the basement.”

Game Faces

Three members of the Robert Morris Eagles e-sports team



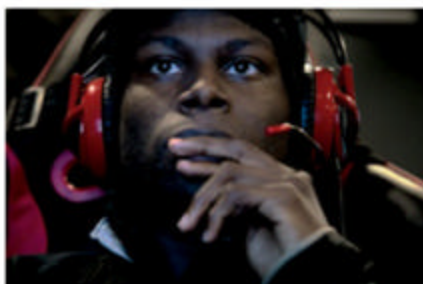
RACHEL ZURAWSKI

Age: 20

Hometown: Woodstock, Ill.

Class: Freshman

Gaming tag: Razur



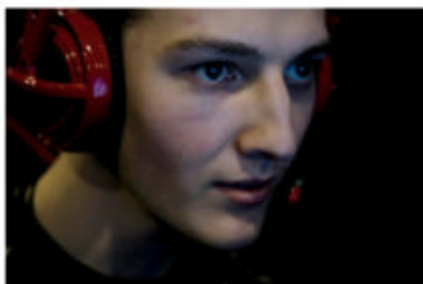
CHRIS BROADNAX

Age: 21

Hometown: Columbus, Ga.

Class: Freshman

Gaming tag: STARS FourEyes



JONATHAN LINDAHL

Age: 19

Hometown: Cary, Ill.

Class: Freshman

Gaming tag: McSleuthBurgur

From College to the Pros

E-SPORTS BEGAN THEIR RISE IN SOUTH Korea, after the Asian financial crisis of the late 1990s. As a recovery strategy, the South Korean government invested in telecom and broadband infrastructure. This faster new network gave young people widespread access to online games like the early multiplayer hit *StarCraft*. Internet cafes, called PC bangs, evolved into gaming clubs, and before long South Korea had a TV station dedicated to e-sports. In 2000, the government created the Korea E-Sports Association, which is now affiliated with the Korean Olympic Committee.

What began in South Korea has since spread around the world. Some 93 million people, mostly online, will watch an e-sports event in 2015, according to SuperData Research, up 30% from 2013. The firm, which sells its research to gaming companies, says U.S. e-sports viewership has more than doubled in the past two years, from about 20 million in late 2012 to 42 million today. The maker of *League of Legends* says more than 32 million global viewers tuned in to the game’s pro World Championship in October 2013, eclipsing the domestic audience of 26.3 million for Game 7 of that year’s NBA Finals. The 2014 championship drew 40,000 fans to the soccer stadium in Seoul that hosted World Cup games.

This attention has turned top gamers into commodities. At the championships for the multiplayer battle game *Dota 2* last July in Seattle, the five players from the winning Chinese team each took home a \$1 million prize. And in 2013, the U.S. started granting professional-athlete visas to foreign e-sports players.

Services that stream e-sports—like Twitch, which Amazon bought for almost \$1 billion in 2014—have become the sports bars of the video-gaming world. Players use the chat rooms to find partners and watch other gamers face off. “These events have replicated the traditional way of celebrating sports,” says Joost van Dreunen, CEO of SuperData Research. “The growth is very much driven around fans and communities. Even in a digital virtual reality, people are looking for each other in real life.”

The boom has trickled down to the college ranks, fueled by student interest and an industry that knows a good market opportunity when it sees one. Much like the way athletic-gear companies such as Nike and Adidas infiltrated traditional scholastic sports, video-game companies are helping underwrite the college gaming explosion. Riot Games, creator of *League of Legends*, is offering \$360,000 in total scholarship money to players who make this year's collegiate Final Four, more than tripling last year's prize. Blizzard Entertainment, maker of *StarCraft*, is running a 64-team collegiate tournament for a new game, *Heroes of the Storm*. ESPN will televise the finals—dubbed Heroes of the Dorm—and each member of the winning team will get up to three years of tuition, for a maximum of \$75,000. Teams from over 650 colleges have tried to qualify. The tournaments are sure to help sales.

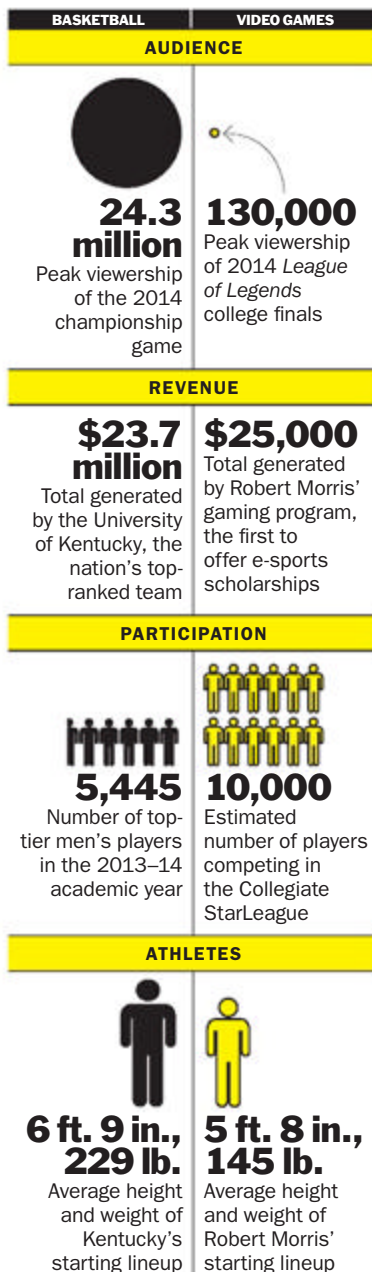
"College e-sports will galvanize the whole industry," predicts Ian Sharpe, CEO of e-sports streaming company Azubu. "College matchups are a driving force in the evolution of games into a sport. Supporting your college throughout your life is part of our identity, and the battles of those identities are going to be good for e-sports, because it creates a rootedness."

The Robert Morris program embodies the tight relationship between e-sports teams and the gaming industry. Among the logos plastered across the iBuypower E-Sports Arena: Asus, "the official monitor of the Eagles"; Pwnit Wear, maker of the team's shirts and sweats; Cooler Master, which provided mice and keyboards; and DXRacer, which supplied 40 ergonomic chairs, worth about \$14,000.

The clearest sign that e-sports have truly arrived on the college level, however, may be that a student has already caused discord by ditching school for the pros. In November, just a few weeks after arriving at Robert Morris, Adrian Ma, 18, left to join Team Impulse in the North American League of Legends Championship Series. Though Ma wouldn't reveal his earnings, he says pro *League of Legends* players typically earn about \$4,000 a month. "The opportunity was too good to pass up," says Ma. "The LCS is a dream."

Tale of the Tape

A look at how college e-sports stack up against NCAA Division I men's basketball



Practice Never Ends

ABOUT A WEEK AND A HALF BEFORE THE start of the NACC tournament, Robert Morris is preparing for an evening scrimmage—or scrim, in gaming parlance—against an amateur team. "We have Kog'Maw, Lulu, Nunu, we have enough magic," junior Blake Soberanis calls out, shorthand for the *League of Legends* characters—called champions—that his team will use in the game. The school had connected the players with an e-sports psychologist, and Soberanis keeps open the notes he took during a session: "FLOW STATE—focused 100% on the now, on the self, on the task ... Take away the reason you would choke = FEAR."

Soon a colorful wave of minions, monsters and champions skitter across the screens as players chatter over their headsets. "Let's go, move up," Soberanis says. "We can cut her off, we can cut her off," says Derek Shao, a junior teammate. Robert Morris destroys the Nexus about 20 minutes later, giving the team an easy win.

Afterward, Ferris Ganzman, Robert Morris' head coach, sends off a spreadsheet with his match notes. "We lack vision top side entirely," Ganzman, who repairs hospital equipment by day, writes in one section. "Good job pressuring all lanes," he writes in another. An assistant coach, attorney Jason Greenglass, offers oral feedback. "You need to say that's a bad call," he says while watching a replay. "Remember to have that voice."

Around 8 p.m., the team calls it a night, and Soberanis and Shao head back to the dorm room they share with two teammates. A copy of *The Art of War* lies on one table. "Know yourself, know your opponent—it translates pretty well," says Soberanis. Tubs of creatine and whey protein sit near Shao's computer—for mental focus, he says. Neither has class in the morning, yet they're planning to stay in and play even more *League of Legends*.

With e-sports, as long as you're connected, the lights are always on. The gym is always open. "As we get closer and closer to the tournament, it's do or die," says Soberanis. "Now's not the time to take a break."



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THE WEEK
KEVIN HART STARS
IN GET HARD

The Culture

TELEVISION

Last Stand

Alice Hoffman's ***The Dovekeepers***, the *New York Times* best seller about the Roman siege of a Jewish stronghold, will become a miniseries on CBS March 31.



MUSIC

Out of the Dark

Though founding member Chris Walla left the band last summer, **Death Cab for Cutie** will release a new, upbeat album, *Kintsugi*, on March 31.



TELEVISION

Danger Zone

After a year of parenting while conducting covert operations, the spies of FX's ***Archer*** set out on a voyage in the Season 6 finale on April 2.



ART

Tools of The Trade

It looks like a bunch of paintbrushes stuffed in a coffee can. But this is actually a sculpture—Jasper Johns' **Painted Bronze**. After 50 years in the painter's personal collection, the piece will move to New York City's Museum of Modern Art, where it will be on display intermittently. Critics consider the sculpture a milestone in postwar art: the lettering on the can is hand-painted, the streaks down the rim meticulously faded—even the metallic rim is, in fact, gray paint.

By Eliana Dockterman

The Tao of Vin Diesel

Millions of fans are inspired by his oddest role yet: philosopher

By Belinda Luscombe

WHEN HE WAS YOUNG, THE LAD WHO WOULD grow up to be Vin Diesel was in a gang. It wasn't a particularly tough gang. He and a bunch of other little kids used to scurry all over the nooks and crannies of the old Bell Laboratories buildings in New York City's West Village, going to the roof to look at the Statue of Liberty or playing games in a basement. The converted industrial complex housed artists and their families at deeply subsidized rents, and kids were encouraged to roam free.

Even in those days, Mark Vincent, as he was known, was a head honcho. "He was definitely one of the ringleaders or alphas," says Adam Davidson, a financial journalist, who also grew up in the building. But as gang leaders go, Vincent was more life coach than dictator. "I was younger," says Davidson, "and Mark would encourage us to go to parts of the building that were a little scary, the roofs or dark stairwells."

The bruiser with a hand out for the little guy has always been Diesel's signature cocktail, served neat, in a beer glass. It finds, perhaps, its perfect expression in the seventh iteration of the *Fast and the Furious* franchise, in theaters April 3, a series of exuberantly preposterous movies about souped-up cars and their pumped-up drivers that has done for the promotion of safe-driving habits roughly what selfie sticks have done for humility. *Furious 7* should easily push box office from the series well beyond the billion-dollar mark.

But Diesel's you're-all-my-wingmen persona also finds expression in the unique, oddly symbiotic relationship he has with fans online. On Facebook, the 47-year-old offers his 86 million followers blue-collar-guru pearls of wisdom and encouragement like "The best is yet to

come ..." and "Stay focused!" on or above photos of himself. Even more curiously, he solicits advice from his online clique. "You know I value your opinion" he wrote early in 2013. "Who would you like to see me work with this year?" (Most of those answering, of course, nominated themselves.)

Family First

IN *FURIOUS 7*, DIESEL PLAYS DOMINIC TORETTO, a petrol head with a plush interior. Toretto's the kind of guy who talks tough, scowls liberally and wears shirts with his name embroidered above the pocket but will do anything for those he considers family. In one telling scene, he is left by the woman he loves, in a cemetery, holding nothing but a sledgehammer. What's the point of these enormous biceps, the look on his face seems to say, if there's nobody to hug?

Toretto and his roguish clan have drawn the ire of Deckard Shaw (Jason Statham), a British ex-special forces assassin who can outrun, outshoot and out-blow-up any of them. Plus, he can drive. Shaw wants to give a computer doo-hickey called God's Eye to some other bad guys so they can track every human being on the planet. But what's really grinding Toretto's gears is that Shaw's picking off the *Furious* gang one by one, even putting (*gasp!*) Dwayne Johnson's Luke Hobbs in the hospital. For a guy like Toretto, this is an affront. "I don't have friends," he growls in a timbre that indicates that the movie's central theme is about to be revealed. "I got family."

While fighting off Shaw and retrieving the digital knickknack, the *Furious* crew subject their environs to vehicular mayhem of a whole new order. They drive cars out of planes and off

Fast but surprisingly chill

"God knows we all have our demons, and we are works in progress in trying to grow into our better selves," says Diesel.



The Fast and the Franchise

Diesel recommends that people study *Furiously* before watching the latest movie. Here's a cheat sheet:



THE FAST AND THE FURIOUS (2001)

Inspired by a magazine article on street racing, it's the tale of an undercover cop who infiltrates a street-racing gang and feels drawn to its way of life—and the girls.



2 FAST 2 FURIOUS (2003)

Diesel opted out of this one, but Walker returned as a cop who teams up with an ex-con and childhood buddy (Tyrese Gibson) to bring down a Miami drug lord.



THE FAST AND THE FURIOUS: TOKYO DRIFT (2006)

Japanese street racing! New cast! A surly U.S. teen moves to Japan, falls in with a gang and learns how to get his car to slide. Diesel makes a cameo.



FAST & FURIOUS (2009)

"New model, original parts," says the promo. Diesel, Walker and Rodriguez reunite for scary underground tunnel high jinks. The brotherhood begins to emerge.



FAST FIVE (2011)

"In *Five* we do what would normally be taboo," says Diesel. "We bring a baby into an action picture." Also, Dwayne Johnson helps them steal, and tow, a bank vault.



FAST & FURIOUS 6 (2013)

Rodriguez comes back (with amnesia!), Diesel drives through the nose cone of a burning plane, and the gang takes down a tank. More family bonding ensues.

cliffs. They engage repeatedly in high-speed head-on collisions. They crash into the upper floors of skyscrapers and smash ancient artifacts with a vigor normally exercised by a certain type of jihadist. The whole thing is so ludicrous that Ludacris plays the sanest guy in the group.

But Diesel doesn't really want viewers to pay attention to all that. He wants you to notice "the history-making mythology" of what he likes to call "the saga." He recommends that novitiates study up before the newest iteration. "In spite of the fact that it's a huge action movie and a movie that allows itself to go into superhero status shamelessly, it's a mythology," he says. "If you watch the other movies, you're going to have a much better understanding about the metaphors that exist in *Furious 7*." At one stage in the marketing discussions, someone jokingly suggested the campaign slogan "If you didn't see 4, 5 and 6, you're not invited to 7."

Diesel, who was initially opposed to anything as lowbrow as a sequel for the first movie, came on as a producer for the fourth when he was given an opportunity to lend the series "my kind of mythology style." He also has his own kind of producing style, which includes seeking counsel from his fans online, both on Facebook and on Diesel's personal social network, Vinbook. Anyone can submit

ideas, art or Vin-based creative efforts to Vinbook. If one of them strikes Diesel's fancy—a picture of Diesel's face on a dragon's body, for example—he'll share it. Not just on his Facebook page, but sometimes even more widely. "So many of the decisions that have been made in the saga and in all of my work I can attribute to the feedback that I've been lucky to receive," says the star.

Longtime friend and *Furious* co-star Michelle Rodriguez says conferring with people online is in keeping with Diesel's philosophy of connection and unity. "He feels like it's part of a collective consciousness," Rodriguez says. "If he thinks that what one person is saying resonates with what everyone is feeling, that's what he's going to go with." She's convinced this interaction is more than just a branding exercise. "It has had a lot of influence with the franchise and with his conversations with the studio. When I talk to him, he speaks of the people as if they are part of this production."

Many movie stars use social media but not like Diesel—he says it can take up about 1,000 hours a year. And his News Feed is surprisingly personal. He announced the birth of his third child on Facebook. He posted a Valentine's Day video of himself singing along with a video of Maroon 5's deeply sappy song "My

Heart Is Open" for all to see and share. "Over the past few years, I've been as intimate to those fans as I've been to anyone," says Diesel. "You've seen me do things that you only do in the privacy of your own home." Diesel doesn't have Facebook friends—he's got family.

Along with the personal stuff—plus the obligatory workout photos and movie promos—Diesel also publishes philosophical musings. Occasionally, they'll be quotations from historic leaders like Nelson Mandela (but superimposed on Diesel's face). Other times, the message is simpler. Above a photo of himself and Facebook founder Mark Zuckerberg is the word "Visionaries." Above a shot of the star giving the thumbs-up is "Confidence ... never deny yourself of it, for it costs you nothing and leads to great things ... /smile."

Even his co-stars find this behavior out of character. "He's a laid-back and extremely private guy," except on social media, says Ludacris. "It's crazy. He's a really thought-provoking individual." To Rodriguez, the public ruminations are an anomaly but are not random. "In the entire 16 years I've known him, I've never seen him just blurt something out. He's very thoughtful," she says. "Sometimes you won't get a response to a question for a year or two."

Diesel dismisses any notion that he's

trying to become an Internet guru. “I don’t know if I’m all that conscious of what I’m saying,” he says of his online declarations. “I know that I’m trying to be sincere and authentic, and if there’s wisdom in those words, then so be it.”

Diesel Genes

OF COURSE, THE ORACULAR DECLARATIONS, the artistic tributes and the requests for assistance that litter Diesel’s Facebook page are familiar to anybody who has studied a more classical mythology than the *Furious* saga. Perhaps that’s deliberate. Diesel loves to tell his origins tale, of a childhood in subsidized housing, games of Dungeons & Dragons and hardscrabble years getting by as a bouncer at New York City clubs. And indeed he walks the walk. He funds a clinic for kids from poorer backgrounds to learn moviemaking, overseen by his dad Irving Vincent.

But some of that is mythmaking. Many aspects of Diesel’s childhood were idyllic, at least for the formation of a creative mind. His mother Delora was an astrologer, he says, and Irving an off-Broadway theater director who moved into TV production and film education. Diesel and his twin brother went to private school and grew up in Westbeth, the country’s first federally subsidized arts colony, which required residents to be both poor and artistically gifted (as judged by a committee of their peers). The enclave was so progressive and bohemian that fellow resident Davidson says he was shocked to find when he got to college in the ’80s that homosexuality was frowned on in some circles. “All the parents in the building were obsessed with art and the creative life,” he says. “Everywhere you turned, there was play or an exhibition.”

The put-on-a-show spirit of his childhood no doubt helped propel Diesel from standing in front of clubs dashing the dreams of the underage and uncool to taking a risk on a dream of his own. He wrote, directed, scored and starred in the short film *Multi-Facial*, which, the story goes, was seen by Steven Spielberg and led to Diesel’s first real break, at the age of 30, in *Saving Private Ryan*.

Pretty soon, the action-hero franchise roles were coming fast. In addition to Toretto and Richard B. Riddick (three

movies so far, plus video games), he has played Xander Cage in *xXx*, the third chapter of which was just announced. But Diesel is nearing 50. The career options for aging tough guys with potato-shaped heads remain limited: start doing comedies, join the gang over at *The Expendables* or become the conservative governor of a liberal state. Diesel already had a stab at humor with *The Pacifier*—or as some wags nicknamed it, *Vindergarten Cop*. It made money but burnished nobody’s artistic reputation. In fact, Diesel hasn’t made a non-action film in almost 10 years.

“Vin’s biggest challenge has always been stereotyping,” says Neal Moritz, his *Furious* co-producer. Rodriguez puts it

Vinspiration

86 million “beautiful souls” follow Diesel on Facebook to experience his original axioms, such as:

‘Protect your innocence ...
Our innocence allows us
to do what the practical
mind prohibits.’

‘Approach this Fall with a
Furyan awareness ...’

‘Your creativity inspires
Hollywood, let alone me ...’



more poetically. “The body Vin Diesel was given to walk the earth is a gift and a scarlet letter, because automatically it creates an assumption,” she says. “He’s muscular and he’s big, and you don’t really expect a complexity, because no human being has ever seen an intellectual with muscles.”

When asked about his future, the star refers to Sidney Lumet, who directed Diesel in his one dramatic endeavor, 2006’s *Find Me Guilty*. “He said, ‘You’ll have all the time in the world to play these Oscar-contending characters,’” says Diesel. “Do not shy away from action. Just continue to approach any character the way you approach all characters, with integrity.”

Lumet may have been right on one point: dramatic actors aren’t hard to come by. But tough-guy working-class philosophers with a code of brotherhood, undefinable ethnicity and lean-on-able shoulders are a rarity. Diesel’s charm is like that of a big dog—a bullmastiff, maybe?—loyal, protective, wary of strangers, given to jowls. And like a big dog, he looks after his pack.

“My mom used to say that I became a fighter and a scrapper and a tough guy to protect who I am at my core,” Diesel told a fitness magazine, before admitting to doing yoga and Pilates. “This exterior means that I am actually one of the few people who can show love without coming across as soft.”

This became particularly clear after the other star of the *Furious* franchise, Paul Walker, died in a car crash shortly before the latest movie wrapped. Diesel wept as he talked about Walker at an early film screening. But when it happened, he was everybody’s anchor, says Moritz. “It must have been hurting him more than almost anyone, but he was emotionally there for all of us, to help in any way.”

The movie was finished with the assistance of Walker’s brothers, some CGI and a new ending, one in which Walker’s Brian O’Conner leaves to face down the terror of domestic life. “What better heaven could we come up with for our mythology,” says Diesel, “than going off to have your own family?”

Whether Walker’s demise means the *Furious* saga has driven its last mile is not totally up to Diesel. The nonmythological truth is that the series’ future will depend on ticket sales for this one. As the saying goes: Movies don’t have friends—they got fan bases. —WITH REPORTING BY NOLAN FEENEY ■

Fellowship of the O-Ring In *Furious 7*, the gang reunites for one last ride. Or is it?

Reviews



BOOKS

Death by Drowning. Erik Larson revisits the *Lusitania* disaster

By Lev Grossman

ON MAY 1, 1915, THE BRITISH ADMIRALTY commandeered the passenger ship *Cameronia*, headed for Liverpool out of New York harbor. Forty-two passengers and crew received the equivalent of a windfall first-class upgrade: they were transferred to the *Lusitania*. A flagship of the Cunard line, it was huge, modern, fast and glamorous. It carried, among others, the rich playboy Alfred Vanderbilt, who three years earlier had canceled his booking on the *Titanic* at the last minute.

Six days later, the German U-boat known as *U-20* would sink the *Lusitania*, and of those 42, only 13 would survive. The irony is redoubled by the fact that according to Erik Larson's new book, *Dead Wake*, the U-boat would have completely missed the *Lusitania* in heavy fog if it hadn't waited two extra hours for the *Cameronia*.

The *Lusitania* was both a tragedy—it claimed 1,198 lives in all—and a historical watershed that hastened the U.S.'s entry into World War I, but it's hard to see exactly why Larson wrote a book about it. His usual modus operandi is to dig up fascinating, obscure cases and resurrect them as gripping narrative history, as he did in *The Devil in the White City*. But the *Lusitania* is far from obscure, and Larson doesn't break much news about it.



FUNERAL AT SEA

The death toll of the *Lusitania* was 1,198—including three German spies who stowed away on board

Still, he's a superb storyteller and a relentless research hound—he's very good on the dubious role of the British intelligence agency known as Room 40, which knew exactly where *U-20* was but failed to intervene decisively. Larson also plucks priceless details from memoirs by the survivors, like this very English exchange between two passengers amid the chaos of the dying ship: "I always thought a shipwreck was a well-organized affair." "So did I, but I've learnt a devil of a lot in the last five minutes." (For an illuminating look at the *Lusitania* in the context of Germany's pioneering use of weapons of mass destruction, see Diana Preston's new book, *A Higher Form of Killing*.)

Five minutes after the *Lusitania* sank, *U-20* fired on another British ship, an oil tanker, at point-blank range. Inexplicably, the torpedo missed. Such strange ironies and nightmare coincidences cling to the *Lusitania* like barnacles. Its captain, William Thomas Turner, survived the sinking and died at 76, but the tragedy still wasn't over. "On Sept. 16, 1941, a Nazi U-boat torpedoed and sank a British ship, the *Jedmoor*," Larson writes in his epilogue. "Among the lost was a 55-year-old able seaman named Percy Wilfred Turner—Captain Turner's youngest son."

MOVIES

Forrest Grump

Mired in his mid-40s, docu-filmmaker Josh (Ben Stiller, below) needs a dose of emotional Viagra. He may have found a cure in the charms of 20-something Jamie (Adam Driver), whose nerdy good humor proves as stimulating as his admiration of Josh's early work. The older man feels a youthful zest he probably missed the first time around. Or should he beware geeks bearing gifts?

While We're Young, Noah Baumbach's acutely acerbic comedy, may be a warning against false hope harbored by the middle-aged. Josh is an early-onset codger in hipster New York City, a kind of Forrest Grump. And not even the fond attentions of his wife (Naomi Watts) and Jamie's (Amanda Seyfried) salve the ache.

But Baumbach has a wizened wit to match his misanthropy in his sharpest and, oddly, most buoyant outing since *The Squid and the Whale* in 2005. We promise you'll have a lovely time, smiling through Josh's pain. —RICHARD CORLISS



LUSITANIA: GETTY IMAGES; WATTS AND STILLER: JON PACE/A24

Tuned In

Cord Changes Cable's monopoly is falling—but your bill might not

By James Poniewozik

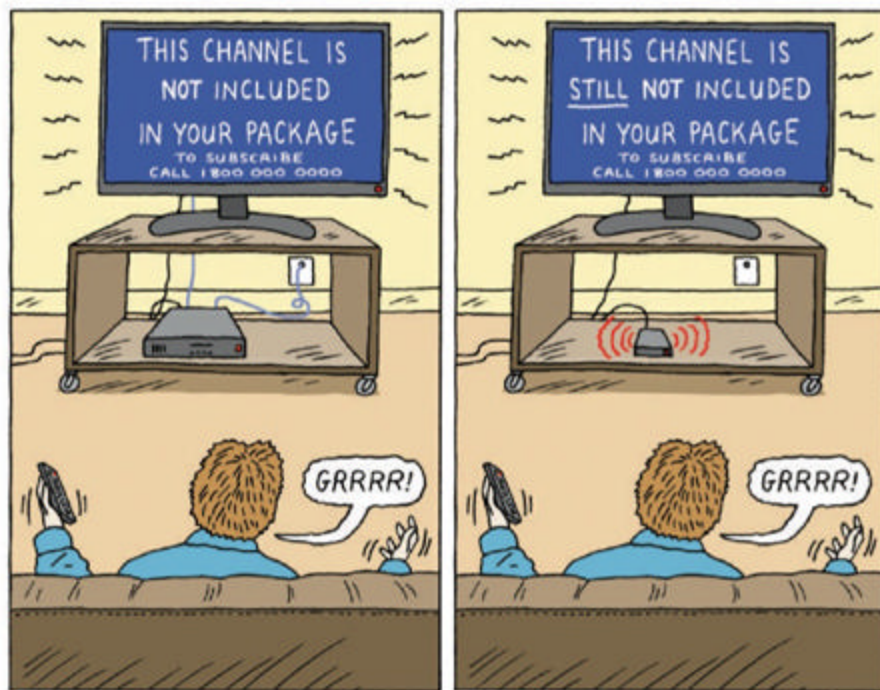
WHO DOESN'T HATE THE CABLE COMPANY? Well, the people who run it. For them, it's amazing! You get to attach a hose to people's houses that pumps in video and pumps out money. As for the rest of us, who write fat checks to monopolies for channels we never watch, if someone put them out of business, we'd send our deepest regrets sometime between the hours of 8 and 6 on a weekday.

Payback time may be here. Sony's PlayStation and Dish Network's Sling TV recently started offering TV bundles over the Internet. Apple reportedly will join them with its own package this fall. Streamers like Netflix, Amazon and Hulu offer a lifetime's worth of new and old TV. The online-only HBO Now—\$14.99 a month, no cable required—launches in April, just in time for *Game of Thrones*. Fittingly, weary consumers are greeting the news the way the slaves of Meereen greeted Daenerys Targaryen. May the Internet's dragons burn away the coaxial cables that bind us!

But if there's one thing *Game of Thrones* has taught us, it's that being liberated sometimes means trading one master for another. Almost anything is better than no choices and high prices. What replaces the cable bundle, though, may be complicated choices and different high prices.

Let's start with the term *cord cutting*. If you drop your cable, you'll still need a cord, for Internet service. From whom? Often the same conglomerate or one just as interested in soaking you. Your broadband might now be cheaper than cable (anywhere from \$30 a month to \$90 and up, depending on speed), but it doesn't need to stay that way. Once millions more people are streaming data-heavy video over those lines, the fees could shoot up the same way cable's did.

Then there's unbundling. What we're seeing is more like *rebundling*—not personalized channel lineups but slimmer



packages. Sony's basic PlayStation Vue bundle, at about \$50 a month, offers more than 50 channels—but sorry, sports fans, no ESPN. Sling, at \$20, has about 20 channels, including ESPN, but no broadcast TV. Apple's planned package, according to a *Wall Street Journal* report, does not (yet) have any NBC Universal networks, like Bravo or USA, and will be \$30 to \$40 for about 25 channels. (If you expect any Apple venture to be aimed at bargain hunters, I have a \$17,000 gold smart watch to sell you.)

But let's assume this is a step toward a future when you can buy channels à la carte. Don't expect them to be as cheap as you imagine, not for the channels you want the most. Think of your cable bundle as a \$20 plate of steak frites. The steak takes up half the plate, but the restaurant isn't going to unbundle it from the frites and let you have it for \$10. Just so, a theoretical stand-alone ESPN would run far more than the DIY channel, because sports contracts cost billions of dollars. Assemble your own menu—throw in Netflix, Amazon or HBO too—and soon the bill could be as high as for a cable combo platter.

And what would you be buying? A lot of today's great TV was made possible by the

current cable model, a kind of corporate socialism in which I pay for channels you watch and you pay for channels I do. That made it possible for, say, *Breaking Bad* to launch as a cult show on little-watched AMC before it became a massive hit in its last season. New outlets may arise, but we might lose some of the ones that put the shine on TV's golden age.

That said, there's potentially good news in the Great Unbundling. More competition could mean pressures on price. You could save money by cord cutting if you *really* cut—if you're willing to wait months to see some shows, if you forgo some channels you currently watch. You might optimize your TV bill through a patchwork of options: a small streaming bundle, iTunes for some shows, Netflix for others, an HD antenna for broadcast TV (if you have reception), watching the big game at your neighbor's. (It will really help if you don't like sports.)

Then again, you may someday find yourself switching from this box to that interface, wishing that somebody would invent a way to supply a single bunch of hundreds of channels, all deliverable on the same box, for one price, on one bill. Who wouldn't love that company? ■

Pop Chart

LOVE IT



▲ A design collective has raised more than \$2,000 to produce **a zero-gravity-friendly martini glass**, which could allow people to sip drinks in space.



▲ Larry King said his tweets are in fact **transcriptions of voice mails** he leaves his assistant.

▲ A 104-year-old Texas woman revealed **the secret to her longevity**: drinking three cans of Dr Pepper a day.



▲ **Fox is reviving The X-Files** as a six-episode event series, which starts production this summer.



THE DIGITS

9.6 million

Streams of Kendrick Lamar's new album *To Pimp a Butterfly* on its first day of release, setting a Spotify record. The album dropped eight days ahead of schedule, which fed demand



SUPREME SELFIE At a recent *Women's History Month* reception in the Capitol, House minority leader Nancy Pelosi (far right, if only in this image) snapped a photo with Supreme Court Justices Elena Kagan, Ruth Bader Ginsburg and Sonia Sotomayor.

QUICK TALK

Hilary Duff

In *Younger*, the new TV Land series from *Sex and the City* creator Darren Star, the 27-year-old actress plays Kelsey Peters, a hotshot book editor who befriends a 40-year-old coworker (Sutton Foster) pretending to be in her mid-20s in order to re-enter the workforce. —NOLAN FEENEY

TV Land is known for airing classic shows for an older audience. How does *Younger* challenge that identity? In this day and age, it's not the network that makes the show—it's the show that makes the network. I remember when no one would have watched AMC, and that was just a few years ago. *Younger* is edgy. **How so?** When I read the episode about my character's [menstrual cup] getting stuck, that was like, "Wow, okay, we're really going to go there." We get drunk a lot. We take [the ecstasy-like drug] Molly. **That must have been interesting on set.** It's exhausting to act drunk or high all day! It's a lot of work. **You lived in Brooklyn while filming this show. Did you learn anything from the 20-somethings there?** I felt so old living there, to be honest. Some of the outfits were so wild! There's such good people-watching.

Have you started drinking out of mason jars and making your own pickles? I am *so* into that. I've been doing that in L.A. for quite some time. **Wait, really?** Oh yes, I've made pickles, I've made preserved lemons. We drink our water out of mason jars. **On *Younger*, your character's coworker lies about her age. Have you?** Oh yeah, all the time. I used to lie to get into clubs. But I think they would all know how old I was anyway. **Right. It's probably harder when everyone can Google your birthday.** I know! A fake ID would never work. **You dropped two singles last year. Are you still recording an album?** My record is pretty much done. It's just a balancing act of trying to have two careers that take up a lot of my time. And also being a mom [to 3-year-old Luca]—the most important one for me.



ROUNDUP

Origins of Species

Not so long ago in a river far, far away, scientists identified the *Peckoltia greedoi*—a catfish named for its resemblance to Greedo, the bug-eyed bounty hunter from *Star Wars*. But the creature, which recently was recognized as its own species, is not the first one to have its taxonomic inspiration drawn from pop culture.



SPONGIFORMA SQUAREPANTSII

This species of fungus was named after the popular Nickelodeon character because of its yellow-orange color and absorbent nature.



LAELLA SPOCKI

The valves of this mussel look like the pointed ears of Spock, the half-human, half-Vulcan character played by the late Leonard Nimoy on *Star Trek*.



NEW-AGE ART African artists are more connected than ever before; there are at least 650 million registered cell phones on the continent, dwarfing figures for the U.S. or Europe. A new exhibit at the Vitra Design Museum in Weil am Rhein, Germany, explores how this generation of digital natives is influencing political and economic change through photography, architecture and sculpture (like this eyewear from Kenyan artist Cyrus Kabiru). It runs through Sept. 13.



VERBATIM

‘You had one job, test people. One job.’

TAYLOR SWIFT, after an SAT review book apparently misquoted her song lyrics in a practice question meant to highlight incorrect grammar. One of her fans posted a photo of the gaffe to Tumblr



▼ Zayn Malik said he is leaving One Direction to “be a normal 22-year-old.”

▼ According to a new study, 27% of teens occasionally **change their clothes or shoes while driving**.

▼ Burger King Japan plans to debut a **Whopper-scented perfume** ... on April 1.

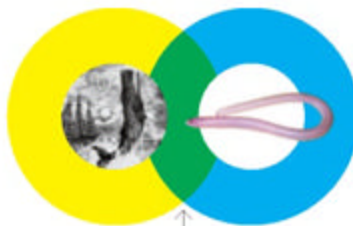


▼ The live owls in Warner Bros.’ *Harry Potter* studio tour in London face “**cruel**” **conditions**, according to allegations from PETA.



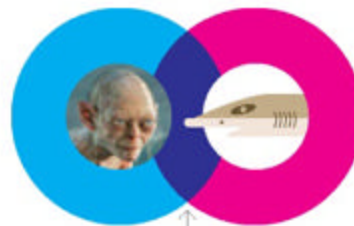
AMPULEX DEMENTOR

Like the *Harry Potter* books’ dementors, who drain the souls of their prey, this wasp uses toxins to put cockroaches into a zombie-like state.



SIRENOSCINCUS MOBYDICK

This mermaid skink, a kind of lizard, was named after the literary white whale because both creatures have neither pigmentation nor hind limbs.



GOLLUM SHARKS

This genus of ground sharks was named after J.R.R. Tolkien’s slimy, cave-dwelling character from *The Hobbit* and the *Lord of the Rings* books.

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In which I explain the power of sports marketing to my 5-year-old son



THERE ARE MOMENTS I dread as a parent, all of which involve having to explain stuff. It could be a billboard for a horror movie, an overheard comment in a store about a three-way or just a very basic question about why the sky is blue, which has something to do with reflecting the ocean, or vice versa or maybe not at all. I can never prepare for these questions. When my son Laszlo was 3—which means he had spent more than three years with his body—I was giving him a bath when he yelled with complete astonishment, “There’s a hole in my butt!”

So when Laszlo slipped on his spring-season American Youth Soccer Organization jersey and asked about the huge FOX SPORTS 1 logo on the right side, I wondered how I was going to explain that capitalism had turned him into a 5-year-old human billboard. But I got only to the word *sponsorship* when he started to smile. “I usually hear them talk about it after the car races,” he said excitedly, remembering plot points from the movie *Cars*. “It feels good. It’s just kind of encouraging me more. I feel like I’ll still be sponsored if I run more, dribble the ball more, score more goals.” Although he completely understands the word *sponsored* he has no idea what *more* means.

Even though this would seem to be the first time a corporation has ever sponsored an entire children’s sports league, most of the kids and parents on Laszlo’s team were unbothered. The only complaint I heard was from Charlie’s mom, Sara Ring. I expected, since we live in bright blue-stated California, that she was going to go off about corporations exploiting our children. But I massively underestimated the liberalism of Los Angeles. What Sara objected to was that Rupert Murdoch was involved. “We at least need another patch to be ‘fair and balanced.’ Like Planned Parenthood or PETA or MoveOn.org,” she suggested.

“If Fox has to be on the front of Charlie’s jersey, then at the very least on the back I need to see, like, a really sharp tweet from Lena Dunham.”

I wasn’t as sensitive about the politics, but I did think that scoring more sponsors was a great idea. So I called Fox Sports 1 to find out what Laszlo’s contractual obligations are as a sponsored player. My first question was about whether there was a morality clause. “That’s not something that comes into youth sports as it does with professional sports,” said Chris Hannan, Fox Sports’ executive vice president of communications and integrations, in what I think was a really shortsighted decision. The purpose of giving anything to kids is to attach morality clauses, including dessert, Christmas presents and, especially, television.

Once I showed Laszlo the Fox Sports 1 website, he was even more excited, since it shows both soccer and car racing. But he wasn’t so committed to Fox Sports 1 that he was unwilling to consider taking on additional sponsors. He figured Fox Sports 1 should pay \$2 per kid—which isn’t far from its five-year, multimillion-dollar deal for the 500,000 AYSO players across the country—but would entertain

other prices from different organizations. “If there was a toy-store patch, I’d do it for free. Or even a sticker store,” Laszlo said. I asked if there was any company he wouldn’t allow on his shirt. “The *Frozen* company,” he said, referring to the film, which he passionately hates for invading his life with songs and princess games, and will not acknowledge was made by the same company that released *Cars*.

I called Lynn Berling-Manuel, AYSO’s chief marketing officer and the genius behind the sponsorship deal, which mostly amounted to the fact that the Fox Sports vice president coached both his daughters on AYSO teams. First, I wanted to know if there were a lot more jersey patches coming that would make Laszlo look like a race car. “No. NASCAR has done something no company or organization wants to do. I’m surprised they get away with it,” she said. This was going to be hard to break to Laszlo.

She said there was, however, a space on the sleeve for a local sponsor. She seemed to suggest a small company that’s part of the community, like Chico’s Bail Bonds, but here in L.A. that could also mean Amgen or DirecTV. So I pursued an individual deal for Laszlo through sports agent Dan Levy, who represents soccer stars Mia Hamm and Abby Wambach. I was very honest with him about the opportunity he was getting. No, I explained, Laszlo wasn’t the highest-scoring player in the under-6 league. But that’s not the point of youth soccer, and it’s certainly not the point of corporate sponsorships. Laszlo, by far, gets the most media coverage in the league, albeit all of it in *TIME* magazine. Levy said that while AYSO controlled the rights to the jersey, Laszlo “might have a shot at a footwear deal, but he would have to build a major presence on social media.” So I urge you to follow him at @LaszloSoccerStar on Twitter. Hopefully, he’ll get popular enough to impress Nike or Reebok. Or at least get some free stickers that affix to his cleats. ■





OF COURSE IT'S GREAT
IT'S CAMPING
AND IT'S AMERICAN

WILDLIFE FAN &
GREAT AMERICAN
NICK OFFERMAN



GREAT AMERICAN
CAMPOUT

PITCH A TENT TO PROTECT WILDLIFE
PLEDGE TO CAMP AT
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Photo: Emily Shur

10 Questions

Dr. Siddhartha Mukherjee, author of *The Emperor of All Maladies*, with producer Ken Burns



Anchor and activist **Katie Couric** talks *Cancer: The Emperor of All Maladies*, her critics and all those NBC rumors

How did the nonprofit you co-founded, Stand Up to Cancer, get involved with the PBS series premiering March 30?

Cancer has been life-shattering for me. My husband died of colon cancer in 1998. My sister died of pancreatic cancer three years later. Laura Ziskin, one of my co-founders, died of breast cancer. She'd read an advance copy of *The Emperor of All Maladies* and immediately said, "We have to turn this into a documentary."

Many people touched by cancer get overwhelmed or tune it out. Why do you return to it again and again?

Everyone has a different reaction to cancer. My husband, who was one of the most intellectually curious people I'd ever met, didn't want to know much. As someone who loved him, my impulse was to protect him. My journalistic instincts also kicked in. I learned everything I could. After he died, I realized I had this built-in bully pulpit and it would be almost criminal not to share what I'd learned.

Do you do anything weird to stay healthy?

I wish I drank, like, copious amounts of green tea. I'm just not one of those maniacally healthy people. I try to say no to french fries. I'm very good about getting screened, about getting mammograms.

You're Yahoo's global news anchor now. What have you

learned from Marissa Mayer?

I think you learn to keep your blinders on, focus on the job at hand and ignore the noise. Marissa is very good at that.

What makes a good anchor?

Someone who's experienced and who has credibility. When I came to CBS, people said I lacked gravitas, which was frankly an unfair assessment. I had probably done more interviews than most of the sitting anchors, and certainly my share of hard-hitting ones. I always said *gravitas* was Latin for "testicles."

After the Brian Williams ordeal, some people said anchors face pressure to get in the trenches and be part of the story. Did you ever feel that?

It's a very hard balance, because there are stories that warrant the anchor being there, but you also have to be cognizant that it not be as window dressing. You have reporters out there, day in and day out, covering a story, and then you have an anchor parachute in. You hope whoever that anchor is brings something to the table.

Every couple of months, there's a new rumor that you're

going back to NBC.

I know, I know. It's very disconcerting and bizarre to be the focus of stories that just have no factual basis.

So is there any truth to it?

No. No, no. Listen, I love NBC, and I spent 15 wonderful years there. I still have a lot of friends there. But right now I'm really excited about the work I'm doing at Yahoo. It's wonderful to feel entrepreneurial. As a friend of mine said, it's great to be part of a place that's expanding optimistically instead of managing decline.

Who's your dream interview right now?

Pope Francis. He's such a transformative figure. He has expressed some attitudes of tolerance and compassion and some Jesuit values that I really admire.

Gossip sites ran some photos of you and your husband in swimsuits recently. How did that feel?

Oh my God, that was awful. I took some time off with my husband, and I look out and there are three big, huge cameras. I'm a 58-year-old woman. My heart sank. I guess it's part of the fine print of having a public job, but I hope women out there everywhere felt my pain.

—SIOBHAN O'CONNOR



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I was one of the **1 in 5**
Children in America who
STRUGGLE WITH HUNGER.
Join me and help put an
End to childhood hunger.

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ALL OF US**

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The *Hunger Is* campaign is a collaboration between The Safeway Foundation and the Entertainment Industry Foundation to raise awareness and improve the health of hungry children.

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The Safeway Foundation and the Entertainment Industry Foundation are 501(c)(3) tax-exempt organizations. Photo by: Nigel Parry



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